

TRAFFORD COUNCIL

Report to: Accounts and Audit Committee
Date: 19 June 2019
Report for: Decision
Report of: Corporate Director of Governance and Community Strategy

Report Title

Draft Annual Governance Statement – 2018/19

Summary

This reports sets out the Draft 2018/19 Annual Governance Statement (AGS). The preparation and publication of an Annual Governance Statement is necessary to meet the statutory requirement set out in the Accounts and Audit Regulations 2015.

The content of the draft AGS has been reviewed and agreed by CLT. This has included agreeing significant governance issues detailed in the AGS. The draft AGS has also been shared with External Audit to accompany the 2018/19 draft accounts. The version being submitted to the Committee varies slightly to the version agreed by CLT as it has been updated following feedback received from the External Auditors.

In compiling the Annual Governance Statement, an exercise has been undertaken to also update the Council's Corporate Governance Code to reflect any developments or changes during the year. Both the AGS and Corporate Governance Code have been produced taking into account the updated framework and guidance on the AGS issued by CIPFA/SOLACE in April 2016. A separate report has been produced which highlights the proposed updated Corporate Governance Code.

The final version of the AGS will take into account any further feedback from the Accounts and Audit Committee and will accompany the Council's Accounts. The final version will be signed off by the Leader and Chief Executive.

Recommendation

The Accounts and Audit Committee considers the content of the draft Annual Governance Statement.

The Accounts and Audit Committee notes that the final version of the Annual Governance Statement will be presented for approval in July 2019 following sign off by the Chief Executive and Leader.

Contact person for access to background papers and further information:

Name: Alexander Murray – Democratic and Scrutiny Officer
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Background Papers: None



TRAFFORD COUNCIL

ANNUAL GOVERNANCE STATEMENT 2018/19 (DRAFT)

Executive Summary

The 2018/19 municipal year has been a time of considerable change within Trafford. Following the result of the 2018/19 elections in May of 2018 the Labour Party, led by Councillor Andrew Western, entered into a Confidence and Supply arrangement with the Liberal Democrat Party, led by Councillor Raymond Bowker, which ended more than a decade of Conservative Leadership within the Council. This led to Councillor Western being appointed as Leader of the Council and the selection of a Labour Executive.

After seven years of service Trafford's Chief Executive Officer Theresa Grant stood down from her role within the Council and her joint role as the Chief Accountable officer of Trafford CCG. This in turn led to the separation of the two positions as agreed by Trafford Council and Trafford CCG respectively. These decisions led to a transitional period whereby the Chief Executive of Salford City Council, Jim Taylor, stood in as Trafford Chief Executive Officer and the Chief Accountable Officer of Salford CCG, Anthony Hassall, stood in as Chief Accountable Officer of Trafford CCG.

Following these appointments Trafford moved from having three directorates to six namely; People, Place, Children's Services, Adults Services, Governance and Community Strategy, and Finance and Systems.

The new Executive needed to establish its own priorities in order to set the direction for the organisation and, in partnership with the Corporate Leadership Team, develop a new corporate plan to take the place of the vision 2031 programme, which had been created by the previous administration. Until the Corporate Plan was agreed and clear priorities established it was not possible to set an Annual Delivery Plan for the year. However, Trafford's performance team did continue to monitor and report performance to the Corporate Leadership Team, the Executive, and the Accounts and Audit Committee throughout the year ensuring that key savings and transformational projects remained on target.

Over a period of six months there were opportunities for staff, partners and members to contribute to the development of the Council's Vision, Priorities, and Values which all fed into the creation of the new Corporate Plan. The process involved CLT away days, Executive briefings with members' input, Staff engagement sessions, Individual sessions with key expert/technical staff, discussions at the Partnership away day, Presentations at Department Managers Team meetings, and One to One session with Heads of Service and Strategic Leads. The outline of the Corporate Plan was completed by March and went to the [Executive 18th March 2019](#) and [Council 20th March 2019](#). Throughout April 2019, directorate plans, service plans, and performance measures have been finalised.

While the new Corporate Plan was being developed the Council were concurrently conducting a robust recruitment exercise which culminated in the appointment of Sara Todd as Trafford's Chief Executive Officer on the 25th February 2019. With this appointment the Council's Corporate Leadership Team was complete and with the New Corporate Plan agreed nearly all elements of the Council's governance structure are in place. Work is underway to update the Council's performance management framework in light of the Corporate Plan and this will be concluded in June 2019.

The week following the appointment of Sara Todd as Chief Executive, Ofsted conducted an inspection of the Council's Children's Social Care services. This was the first full inspection received since 2015 when the Council had been found overall good with elements of outstanding practice. It was therefore a disappointment for the Council that the inspection report released 8th May 2019 gave an overall rating of inadequate with some elements that require improvement.

The Council's new leadership team has already taken action with a commitment being made to; create a new quality assurance team, recruit additional temporary social workers and Family Support workers, and bringing in an audit team to improve quality assurance processes. Additionally, an Improvement Board is being developed and a detailed action plan is being drawn up to present to the Department for Education and Ofsted in July 2019.

1. Scope of Responsibility

- 1.1 Trafford Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards. The Council are also responsible for ensuring that public money is safeguarded, properly accounted for, and used economically, efficiently, and effectively. Trafford Council has a duty under the Local Government Act 1999 to make arrangements to continuously improve how its functions are exercised, with regards to a combination of economy, efficiency and effectiveness.
- 1.2 This overall responsibility requires Trafford Council put in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, including arrangements for the management of risk.
- 1.3 Trafford Council has approved and adopted a corporate governance code, consistent with the principles of the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government'. A copy of the Authority's code is available at: <http://www.trafford.gov.uk/about-your-council/budgets-and-accounts/downloadable-documents.aspx>. This statement explains how Trafford Council has complied with the code and meets the requirement of Accounts and Audit (England) Regulations 2015, regulation 6, that all relevant bodies have to prepare an annual governance statement.

2. Purpose of the Governance framework

- 2.1 The governance framework comprises the systems and processes, culture and values by which the Authority is directed and controlled. The framework covers the Council's activities through which; it is accountable to, engages with, and leads its communities. It also enables the Authority to monitor performance against strategic objectives and evaluate whether those objectives are fit for purpose.
- 2.2 The system of internal control forms a significant part of the framework and is designed to manage risk. However, it can only reduce risk of failure and provide reasonable, not absolute, assurance of effectiveness. The system of internal control is an ongoing process designed to identify and prioritise risks to the achievement of Trafford Council's policies, aims and objectives. The system also ensures that identified risks are evaluated, according to their likelihood and potential impact, and managed efficiently, effectively, and economically.
- 2.3 The governance framework has been in place at Trafford Council for the year ending 31 March 2019 and up to the date of approval of the statement of accounts.

3. The Governance Framework

3.1 The Authority has adopted a local governance framework consistent with the principles of the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government' 2016 edition. Trafford Council's Corporate Governance Code details how the Authority meets the requirements of the framework and is aligned to the principles of good governance in local government set out in the CIPFA framework: Good Governance in the Public Sector (CIPFA, IFAC, 2014):

- Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law
- Ensuring openness and comprehensive stakeholder engagement
- Defining outcomes in terms of sustainable economic, social and environmental benefits
- Determining the interventions necessary to optimise the achievement of the intended outcomes
- Developing the entity's capacity, including the capability of leadership and the individuals within it
- Managing risk and performance through robust internal control and strong public financial management
- Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

3.2 The key elements of the system and processes that comprise the Authority's governance framework are outlined in this Annual Governance Statement. The Statement demonstrates the effectiveness of the Council's governance arrangements during 2018/19 in line with the seven governance principles.

CIPFA SOLACE Principle A.	Key Elements of Trafford Framework
Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	<ul style="list-style-type: none"> • Constitution • Employee Code of Conduct • Members Code of Conduct • Register of Interests • Disciplinary Policy • ICT Acceptable Use Policy • Anti-Fraud & Corruption Strategy • Confidential Reporting Code • Standards Committee • Corporate Governance Code
How we demonstrated effectiveness in 2018/19	
<p>A Constitutional review work group was formed in July 2018 with Membership consisting of cross party representation and officers led by the Executive Member for Constitutional Reform and Resident Engagement. The group came up with a number of changes to update the Council’s Constitution. The Changes related to; Questions and Public Scrutiny, Openness at Council Meetings, Motions at Council Meetings, Questions By Members at Council, the Accounts and Audit Committee, Substitute Members, Electronic Agendas, and the Implementation of the Scrutiny Review. A report detailing the proposed changes was submitted to and agreed by Council 28th November 2018. Following the agreement by Council an action plan was created and by the end of the year most of the proposed reforms had been implemented. The Standards Committee were kept up to date on the progress of the group with the latest update being received by the Standards Committee 6th March 2019.</p> <p>A report on Local Government Ethical Standards by the Committee on Public Standards in Public Life was published in January 2019 following their consultation of Local Authorities, Members, Associated Associations, and Associated Individuals in 2018. The Standards Committee 6th March 2019 received the report to ensure that the Committee were aware of the recommendations made within the report and the possible ramifications upon the Council. In addition to the recommendations the report identified 14 areas of best practice to be implemented by all local authorities by March 2020. The Corporate Director of Governance and Community Strategy is overseeing the creation of an action plan to ensure this is completed within the time frame.</p> <p>The Council had performed a review of Officers declarations gifts and hospitality which lead to the creation of an action plan which was reported to the Accounts and Audit Committee 31 October 2018. Progress has been made against the action plan with the only outstanding actions being those that needed to be implemented in the next municipal year.</p> <p>Trafford’s position regarding Members declarations and hospitality will be updated to</p>	

bring it in line with Best Practice 5 of the Local Government Ethical Standards by the Committee on Public Standards in Public Life.

Trafford’s Corporate Governance Code has been reviewed and updated to reflect the changes within the Council’s governance arrangements following its corporate restructure. Once agreed the update code will be published on the Council’s Website.

During the year the majority of Trafford Councillors have been registered with the Information Commissioner’s Office to bring them in line with changes in regulations. Following discussion and agreement by the [Standards Committee 26th October 2017](#) all Members needed to complete, sign, and return their own forms to ensure they knew the regulations regarding their duties, liabilities, and responsibilities when handling resident’s data. All new Councillors receive a form and the relevant guidance as part of their induction pack.

The Council has an agreed Anti-Fraud and Corruption Policy and Strategy, Fraud Response Plan and Whistleblowing Policy. Details of how to report suspected fraud are included on the Council website. Referrals of suspected fraud can be reported to the Council using an online form.

The 2017/18 Annual Report for the Counter Fraud and Enforcement team was presented to the [Accounts & Audit Committee 30th July 2018](#) outlining fraud prevention and detection activities and planned work for 2018/19. The team has primarily focussed on revenues related fraud relating to Council tax, Business rates & Adult social care funding misuse. An annual report for 2018/19 will be reported to the Accounts and Audit Committee by July 2019.

The Council continues to participate in the National Fraud Initiative (NFI) data matching exercise. An update was provided to the [Accounts and Audit Committee 6th February 2019](#) on work undertaken in 2018/19 which included submitting required data to the Cabinet Office to support the 2018/19 exercise by the relevant deadlines during the year.

The Council now has a Responsible Procurement Strategy which was agreed at the Rochdale, Stockport, Tameside and Trafford [STAR Joint Committee meeting 11th February 2019](#). The STAR Business Plan is under review and will be launched in 2019 for the period 2020-2023.

CIPFA SOLACE Principle B.	Key Elements of Trafford Framework
Ensuring openness and comprehensive stakeholder engagement	<ul style="list-style-type: none"> • Decision Making Protocols • Access to Information Procedure Rules • Budget Consultation • Trafford Partnership Board & Strategic Boards • Public Service Reform Board & Operational Group

- Building Strong Communities Strategy
- Locality Working Programme
- Joint Strategic Needs Assessment

How we demonstrated effectiveness in 2018/19

The work of the Constitutional work group was mainly focused upon increasing openness and transparency. The work of the group has led to a reduction in the number of signatures required for a petition to be discussed by full Council, introduced questions by the public as a standard item on all Executive, Council, and Committee Agendas, introduced webcasting to all Committee meetings (with the exception of part 2 items), and has introduced an e-bulletin displaying recent executive decisions. Since the reduction in the number of signatures required a petition has already been discussed by Council at the [Council Meeting 20th March 2019](#). Prior to that no petitions had been discussed by the Council since the 2010/11 municipal year. The introduction of webcasting through the [Council's YouTube Page](#) has led to Council Committee's receiving over 1600 additional views from December 2018 to March 2019.

The Council has carried out a number of public consultation exercises in 2018/19 on its budget proposals and these were taken into consideration in the final budget report. These included council tax support, adult social care charging and debt recovery policies, amendments to the contact centre opening hours and revised car parking and in extending the charging period. Other consultations took place during the year including the Stretford Masterplan, Civic Quarter Masterplan, Longford Park, and the Greater Manchester Spatial Framework consultation.

In 2018/19 the Council and its partners undertook a range of consultation and engagement activity with residents, businesses and stakeholders, including the [Civic Quarter Masterplan](#), Crime and Community Safety and Voluntary Sector Support. In Carrington and Partington we have worked intensively with a group of residents to establish them as a local steering group, building relationships between them and public services to enable local oversight and coordination of assets, needs and services in the area.

The Council, as part of the Greater Manchester Combined Authority, is working to deliver transformational change under the Public Service Reform (PSR) and Health & Social Care integration programmes. The PSR Strategic and Operational Boards provide oversight and engage stakeholders in development of new operating models. Trafford's One Trafford Response (OTR) Model was developed based upon evidence gathered during two OTR test weekends and Reshaping Social Care '3 conversations' pilots. Following positive test outcomes OTR is to be rolled out through a whole borough workforce and a leadership development framework was launched in April 2018. In the autumn the new frontline workers and Leaders programmes were piloted to enhance skills such as strengths based practice that support the PSR principles and are now being rolled out across the Trafford workforce.

The Council launched a new Inclusive Neighbourhoods Grant Scheme in January 2019, which saw £20,000 released every two months to fund community projects. The Council's grants are complimentary to the funding environment in Trafford, offering grants for community events and environmental projects which other funders do not, ensuring best use of our collective resources. We have established a local Social Investment group to bring funders together to improve coordination, reduce duplication and work proactively to seize new opportunities. The Council recommissioned its voluntary, community and social enterprise (VCSE) infrastructure support contract, with Thrive Trafford securing the three year contract.

CIPFA SOLACE Principle C	Key Elements of Trafford Framework
Defining outcomes in terms of sustainable economic, social and environmental benefits	<ul style="list-style-type: none"> • Together Trafford 'Vision 2031'/Corporate Plan • Core Strategy • Trafford Locality Plan • Physical Activity Vision • Medium Term Financial Strategy

How we demonstrated effectiveness in 2018/19

During 2018/19 the Council has created a Corporate Plan which describes Trafford Council's vision and priorities for the borough. It provides the detail of what the Council will do and how we will work with our communities and our partners to deliver change to Trafford in line with these commitments. The Council has identified seven strategic priorities that we believe are key to enabling Trafford residents, businesses and staff to thrive. Our priorities set out our aspirations for our people, place and communities, and how they can affect and improve their daily lives. These are:

- Building Quality, Affordable and Social Housing
- Health and Wellbeing
- Successful and Thriving Places
- Children and Young People
- Pride in Our Area
- Green and Connected
- Targeted Support

These priorities are not just for the Council but for the whole community and have been shared with members of the Trafford Partnerships. To achieve our aims we will work closely and effectively with partners, residents, businesses and communities to make this a success.

Trafford has progressed the first year of delivery against its 5 Year Health and Social Care Locality Plan with a focus on integrating a Strategic Commissioning Function (SCF) between the Council and the CCG. There has been significant development of work to build a SCF programme of work that includes the integration of 4 commissioning teams. The programme will include work to align to the statutory commissioning functions of the Director of Adult Social Care (DASS) and the Director

of Children’s Services (DCS). The governance to support this programmes sits with the newly created Health and Social Care Commissioning Advisory Board (HSCCAB) which in turn reports to the Trafford Joint Commissioning Board (TJCB).

During 2018/19 the SCF programme was audited by the CCG internal audit – MIAA and a full audit report was completed in March 2019 with a set of findings and recommendations for improvements. This will form part of the developments of the SCF programme going forward with an Improvement Plan to support this. The NW ADAS (Association of Directors of Adult Services) also asked Trafford to conduct a self-assessment on Integrated Commissioning for Better Outcomes (ICBO), this self-assessment is now complete, but further work will be delivered on a peer to peer challenge before the development of an Improvement Plan, this is due in July 2019.

The Council’s Medium Term Financial Strategy continued to be reviewed and updated throughout the year, culminating with the setting of a balanced budget for 2019/20 in February 2019. The Council approved a new Investment Strategy in July 2017 and in October 2018 the Executive approved an updated Strategy with the objective of supporting the Council’s financial resilience over the next few years and offering an alternative solution to address future budget gaps.

CIPFA SOLACE Principle D	Key Elements of Trafford Framework
Determining the interventions necessary to optimise the achievement of the intended outcomes	<ul style="list-style-type: none"> • Transformation Programme • Annual Delivery Plan • Medium Term Financial Plan • Efficiency Plan • Capital Investment Programme • Social Value Framework
How we demonstrated effectiveness in 2018/19	
<p>As stated in the Executive Summary the Council did not continue with the Annual Delivery Plan drawn up in 2017/18 due to the change in the organisations direction following the 2018/19 elections and the subsequent change in leadership. However, the Council did continue to monitor the delivery of transformation outcomes and performance through the Corporate Leadership Team. From 2019/20 the Council will monitor its performance against the Corporate Plan which was agreed by Full Council on the 20th March 2019, which will be done through the Council’s new performance management frame work.</p>	
<p>In determining the budget for 2018/19, an overall budget gap of £22.95m needed to be addressed by a combination of additional resources of £12.97m and £9.97m of service savings and additional income.</p>	
<p>Trafford Council is working in collaboration with Trafford Clinical Commissioning Group (CCG) and key partners to develop our all age integrated framework a Single Commissioning Function (SCF), the next phase of work will focus on wider</p>	

partnership engagement and alignment to work on Public Service Reform. The Joint Commissioning Board has committed to look at forming of a Joint Committee and to explore pooled and aligned budget opportunities.

Following a strategic review of leisure facilities across the borough, planned investment of £54m has been agreed as part of the authority’s Capital Programme. Project management is in place to deliver this with the delivery of individual schemes being the subject of individual business cases agreed with Trafford Leisure. The business cases will be subject to independent external review. An assessment of outdoor leisure and sporting facilities (Playing Pitch strategy) has been undertaken which will lead to the creation of a sustainable strategic framework. Proposals for Sale leisure centre will be developed once plans for Altrincham are sufficiently progressed. The proposals for Stretford Leisure centre include the development of new indoor cricket facilities for Lancashire Cricket Club. The exact location will be determined through the Civic Quarter Master-Planning work.

Council officers are considering a number of requests for Long Term Security of Tenure for sports clubs and associations in Trafford to broaden access, help ensure that clubs are sustainable, and help clubs access other grant funding opportunities to lever investment in to facilities.

During 2018 it was decided to disband the Trafford Youth Trust and they have been winding down their business. The TYT will be replaced by a principally in-house service supported by a small number of specialist commissioned services. Talk-Shop, Youth Offending Service and Outreach Youth work and has the working title of TIYO – Trafford Integrated Youth Offer. The new service was approved by executive in February 2019 and came into operation in April 2019.

The Trafford Social Value Group brings officers from across the Council and partner organisations, to support contract managers in maximising additional social, environmental, and economic contributions from contracts in line with the Council’s new Corporate Priorities.

STAR has on-boarded a fourth partner, Tameside Council and Trafford Council has extended its partnership with STAR to include Trafford Clinical Commissioning Group. STAR continues to exceed savings targets and is now developing a Social Value tool for the STAR partners that will capture all Social Value in new contracts, enabling measuring and reporting on the cash value and geographical impact locally.

CIPFA SOLACE Principle E	Key Elements of Trafford Framework
Developing the entity’s capacity, including the capability of its leadership and the individuals within it	<ul style="list-style-type: none"> • Supporting Change to Happen Strategy • Member Development Strategy • Members’ Training Plan • Members’ Induction Process • Employee Training & Development Plan

- Corporate Induction Procedure
- Employees Personal Development Review (PDR)
- Staff Health & Wellbeing Strategy
- Absence Management Strategy

How we demonstrated effectiveness in 2018/19

The One Trafford Estate programme is in place and in December 2017, Trafford Council were awarded an £85,000 grant to undertake a 'Locality Asset Review' (LAR). The review has assessed the size of the public estate required for the future delivery of improved services and starts to establish a strategic plan for redesign of the estate. The LAR will be taken through the Council and the CCGs governance for approval in 2019.

A bespoke set of scrutiny training sessions has been developed with North West Employers and will be delivered to members of the Council's three Scrutiny Committees. The first two sessions will be focused upon the key aspects of scrutiny and will be held in June 2019 prior to the first meetings of the year. The third session will be focused on budget scrutiny and held in November prior to the Council's Budget Scrutiny Sessions in December.

The Council's Change Strategy "Building Winning Culture #EPIC" commenced in September 2018. The strategy saw the development of new organisational values, from which the acronym of EPIC was created, and saw the launch of EPIC Pioneers to support and champion new ways of working. Further roll out including staff conferences are planned for June 2019.

The Council has continued to refresh HR policies and plans, (all refreshed policies were submitted to the Council's Employment Committee on the [2nd July 2018, 10th December 2018](#), and [25th March 2019](#)) which support Trafford's commitment to attract the best talent, grow and develop our existing staff, promote a healthy work-life balance, and embed our aspiration to become an employer of choice.

A suite of learning and development interventions were available to equip staff with the tools, techniques, and skills they need to work successfully. Learning and Development Plans are in place at directorate level across the council and are updated annually. Trafford's Learning offer is delivered both face to face and via the e-learning platform with access to coaching opportunities and relevant qualifications available via the professional development route and/or apprenticeship levy.

A succession planning strategy is in place which ensures key skills are not lost and staff are upskilled to enable them to take on higher graded roles. Successors have been identified at senior manager level and targeted development initiatives provided to ensure that the Council's workforce is equipped to meet new and emerging demands.

Coaching offers are available and a leadership offer will be rolled out in 2019/20 that will see a modular suite of learning aimed at new leaders, middle leaders and senior leaders. Managers have also accessed the Apprenticeship levy for leadership qualifications and we continue to offer qualification career paths in roles that require professional qualifications.

A refreshed Health & Wellbeing Strategy ‘EPIC You’ is being rolled out which comprises of initiatives and activities aimed at improving organisational effectiveness and organised around four key themes

- Healthy Lifestyle
- Mental wellbeing
- Focus on Musculoskeletal (MSK) Health
- Health & Safety

Absence Management continues to be monitored at Member and Corporate Leadership level and is a key improvement target. A refreshed policy is being developed for implementation 2019/20 that supports positive attendance and support for improvements for Directorate and overall council level targets.

A Member Training Plan has been developed with a refreshed induction programme for all new Members for 2019-20 and an annual training programme based on learning needs analysis undertaken in November 2018. The Member Development Steering Group continues to meet on a regular basis to agree priorities for development and review and evaluate learning and development programmes.

CIPFA SOLACE Principle F	Key Elements of Trafford Framework
Managing risks and performance through robust internal control and strong public financial management	<ul style="list-style-type: none"> • Financial Procedure Rules • Contract Procedure Rules • Treasury Management Strategy • Scrutiny Committees and Protocols • Risk Management Strategy & Policy Statement • Strategic Risk Register • Internal Audit Strategy • Accounts & Audit Committee

How we demonstrated effectiveness in 2018/19

The revenue budget for 2018/19, capital programme, treasury management and prudential indicators have been closely scrutinised and monitored throughout the year by senior management, Accounts and Audit Committee and the Executive; with an overall underspend being achieved and savings programme delivered on target.

Underlying pressures, predominantly in demand led social care services, have been accommodated in future year’s budget plans.

At the [Council Meeting 20th March 2019](#) the Council approved a revised Investment

Strategy and approval was given to increase the investment fund from £300m to £400m, supported by prudential borrowing, to support the Strategy. The strategy is to support economic regeneration and provide an investment return, supporting the Council's financial resilience and offering an additional solution to address future budget gaps.

To mitigate the risks of the approach nationally recognised investment advisors are being used as part of the due diligence process with emphasis placed on securing investments in low risk assets, with a balanced portfolio. All investment decisions are subject to approval by the cross party Investment Management Board

Further risk mitigation is being undertaken through the creation of a "Risk Reserve" through the ring-fencing of an element of the returns and an allowance for debt repayment (in accordance with national regulations).

The budget for 2019/20 was approved by the [Executive 20th February 2019](#) and set out the Council's Medium Term Financial strategy 2019/20 to 2021/22 including income and savings proposals to address the funding gap of £45.88m over next 3 years. The plan is a rolling document which is updated as changes in assumptions and conditions are known. (See Section 5.3 Significant Governance Issues 2018/19 - Medium Term Financial Position / Savings).

The annual Budget Scrutiny exercise took place during December 2018 with the report being submitted to the [Executive 28th January 2019](#). The Executive's response to the process was delivered to the [Scrutiny Committee 14th March 2019](#).

The Council continues to regularly review and monitor its Strategic Risk Register with update reports presented to CLT and the Accounts & Audit Committee. The report given to the [Accounts and Audit Committee 26th March 2019](#) identified 14 strategic risks faced by the Council, each risk being managed by nominated staff / groups within the Council. This included a strategic risk in relation to the potential impact from Brexit (See 2019/20 significant governance issues).

Trafford's Information Governance (IG) activities have focused heavily on GDPR Implementation and completion of the new Data Security and Protection (DSP) Toolkit. GDPR activities included; training and awareness activities (e-learning and workshops), internal communication and awareness campaigns, further work refreshing privacy notices to meet transparency requirements, privacy by design and default through the development and implementation of a Data Protection Impact Assessment template and procedure, and further work developing the Records of Processing Activities. There is further work to be done and the council's priority moving into 2019-20 will be embedding GDPR as business as usual.

The Authority continues to monitor risks in relation to Cyber security. The authority has completed the PSN assessment including an independent penetration test on both the internal and external network; and there are a number of actions which need

to be completed prior to Trafford achieving compliance. These are due to be complete by the end of May at which point we will re-submit for compliance. The Council was assessed as 'standards not fully met (plan agreed)' against the new DSP Toolkit used to assess compliance with expected data security standards. The plan will address four areas where the Authority's processes are to be strengthened and this work is due to be completed by September 2019.

The DSP Toolkit exercise resulted in a number of positive developments. A comprehensive IG work plan has been drafted linking in to Toolkit requirements and the council's information security and Cyber agenda. Pieces of work have been identified covering areas including information assets and data flows, data quality, contracting, and due diligence along with a refresh of the Information Security Governance Board, which will strengthen the overall Information Assurance position and ensure robust oversight.

A third party service provider continues to provide additional ICT security capacity and expertise, manage the firewall parameters, and provide accredited security advice. A detailed assessment of the Authority's cyber security processes against a recognised best practice framework is to be undertaken during 2019/20 as part of the Authority's internal audit plan. Any recommendations will be formulated into an improvement plan.

The Council has identified where further work is required to ensure it maintains effective business continuity management and to ensure robust data recovery processes in place. This work will be progressed during 2019/20.

The Internal Audit 2018/19 work plan incorporated coverage of a number of key financial systems and other business risks. Updates of work undertaken were provided to the Corporate Leadership Team and the [Accounts and Audit Committee](#) throughout the year. The Annual Report of the Head of Internal Audit for 2018/19 states that:

"Based on internal audit review work undertaken in 2018/19, the Internal Audit Opinion is that, overall, the control environment encompassing internal control, risk management and governance, is operating to a satisfactory standard but there are, however, some areas for improvement. Follow-up internal audit work in areas previously reviewed demonstrates that progress is being made to improve controls and address risks previously identified, although further action is required in respect of some areas reviewed. Where areas for improvement have been identified during 2018/19, actions have been agreed with management to be followed up in 2019/20. In terms of external inspection, it is noted that following the Ofsted review of Children's social care services, which provided ratings of "inadequate" or "requires improvement to be good" across areas reviewed, an improvement plan is being produced in early 2019/20 to address the issues raised."

The Council's assurance arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Head of Internal Audit. Internal Audit

operates in general conformance with the Public Sector Internal Audit Standards.

Following their appointment as the Council’s External Auditors to audit the accounts of Trafford Council for five years, for the accounts from 2018/19 to 2022/23, Mazars LLP provided regular updates to the [Accounts and Audit Committee](#) throughout the year. This included its work plan for the completion of the audit of the 2018/19 accounts and value for money conclusion.

In 2018-19, STAR Procurement continued to provide the shared procurement service for Stockport, Trafford and Rochdale Councils as well as its new partner, Tameside Council and wider GMCA public sector partner organisations. During the period it delivered savings in excess of £6.9m. It has driven local spend improvement as part of a pilot for Rochdale which will be built into the work plan for 19/20 for all partners. STAR co-hosted a joint-Council ‘meet the buyer’ event in November 2018 to share forthcoming opportunities with local suppliers and Small or Medium sized Enterprises. STAR continued to support its Councils with the capture of Social Value through the procurement of third party contracts with the launch of the new Social Value Portal.

CIPFA SOLACE Principle G	Key Elements of Trafford Framework
Implementing good practices in transparency, reporting and audit to deliver effective accountability	<ul style="list-style-type: none"> • Council Website • Freedom of Information Publication scheme • Trafford Partnership Data Lab • Marketing and Communications Team • Annual Financial Statements • Annual Governance Statement • Annual Scrutiny Report • Annual Delivery Plan

How we demonstrated effectiveness in 2018/19

The External Auditor’s Annual Letter 2017/18 was presented to [Accounts & Audit Committee 31 October 2018](#) providing an unqualified opinion on the financial statements and identified that in all significant aspects, the Council put in place arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2018. Findings from the 2018/19 audit will be reported to the Accounts and Audit Committee in July 2019.

Trafford are continuing to work towards completing the action plan and meeting the target that was set for Delayed Transfers of Care following the local system review by the Care Quality Commission (CQC) in 2017/18. The CQC conducted a follow up review in November 2018 and noted the improvements that had been seen in October 2017 continued and the system was working well to deliver further improvements through the Local Care Alliance. This work is being monitored by both Trafford’s Health and Wellbeing Board who received an update [11th January 2019](#) and the Trafford Health Scrutiny Committee which last received an update [25th](#)

[September 2018.](#)

During 2018/19 80% of Freedom of Information requests received responses within the statutory timescale of 20 working days. FOI reports are produced and circulated to senior managers weekly. The council will continue to monitor compliance closely. Performance reports are shared with CLT on a regular basis with the target to increase the Council's compliance rate above 90%.

An annual Scrutiny report was not written for 2017/18 as the Council was implementing the recommendations from the scrutiny review that had been conducted that year and which was presented to the [Executive 19th March 2018.](#) Following the Executive's response, an action plan was created and over the course of the year all the actions have been completed with the exception of having additional training which will be completed by the end of June 2019. In addition to completing the review the Overview and Scrutiny Committee and the Health Scrutiny Committee had busy work programmes which were agreed at their meetings on the [4th July 2019](#) and [26th June 2019](#) respectively.

A Children and Young People's Scrutiny Committee was created which looked at a number of issues relating to education, social care, commissioning, and partnership activity over the Course of the year. The Committee also started a detailed assessment of the Council's Special Educational Needs and Disabilities offer and support services. This Task and finish group will be continuing into the 2019/20 municipal year. The Overview and Scrutiny Committee completed a task and finish group looking at the One Trafford Partnership and the Health Scrutiny Committee completed a task and finish group looking at Period Poverty. The reports from both of these pieces of work went to the [Executive meeting 18th March 2019](#) and the executive responses are expected early in 2019/20.

Information on the Council's decision making is open and transparent and published on the website. The Council continues to publish a range of open data through its website, data.gov.uk and the Trafford Data Lab's website (trafforddatalab.io). It also publishes data on grants to voluntary and community organisations on 360Giving.

4. Review of effectiveness

- 4.1 Trafford Council's Corporate Governance Code sets out the Authority's responsibility to undertake a review of the effectiveness of its governance framework on an annual basis. The review is informed by the work of the Council's executive managers, the Head of Internal Audit's annual report, by the external auditor's comments, and the results of reviews and inspections.
- 4.2 The processes applied, the sources of assurance obtained in maintaining and reviewing the effectiveness of governance arrangements, and, as part of that, the systems of internal control include the following:

Management Controls	Independent Assurance	External Assurance
<ul style="list-style-type: none"> • Financial Management • Programme Management • Performance Management • Risk Management • Legal 	<ul style="list-style-type: none"> • Internal Audit • Scrutiny • Health & Safety 	<ul style="list-style-type: none"> • External Audit • Other inspectorate e.g. OSTED, CQC • Sector led improvement e.g. LGA

4.3 These governance functions are described in more detail within the Council's Corporate Governance Code and specific assurances or improvements delivered during 2018/19 are detailed in Sections 3 and 5 of this Statement.

4.4 The review of the effectiveness of the governance framework by the Accounts and Audit Committee concluded that the arrangements continue to be fit for purpose in accordance with the governance framework. The areas which have been addressed and those which are to be addressed with new actions are set out in Section 5.

5. Significant Governance issues

- 5.1 The Council takes its responsibilities and duties seriously with regard to ensuring continuous improvement in the way that its functions are exercised and in the consideration of economy, efficiency and effectiveness.
- 5.2 In the 2017/18 Annual Governance Statement a number of significant governance issues were identified. Below are the details of those significant governance issues followed by the action that the Council has taken in 2018/19 to address them.

2017/18 Significant Issues	Action Taken 2018/19
<p>Medium Term financial position / savings</p> <p>Action is needed to identify how the remaining budget gaps of £6.25m and £8.85m will be met in 2019/20 and 2020/21 respectively.</p> <p>In the longer term it is still the ambition that Vision 2031 will deliver sustainable benefits but the significant pressure in the short term caused by inflationary increases in pay, cost of goods and services and the spiraling social care costs causes significant financial pressure to continue to deliver sustainable budget savings. The integration with the CCG and the transformational activity to service delivery, pump-primed with Transformation Funding should alleviate some pressure in the sector. The Investment Strategy will also provide an alternative income stream that will help to balance the budget in the short term.</p> <p>Business rate growth continues to be a significant source of funding to the council but this carries its own risks given the reset of business rate baselines in 2020/21 when a new 75% retention</p>	<p>During the course of 2018/19 the MTFP was continually reviewed to reflect changes in budget assumptions around pay and price inflation, changes in Government funding and growing demand pressure on social care services. This exercise identified an overall budget gap for the three year period from 2019/20 of £45.88m, including £13.44m for 2019/20.</p> <p>The budget gap in 2019/20 was met by a combination of new funding and income of £9.86m, including:-</p> <ul style="list-style-type: none"> ○ A 3.99% increase in the council tax (2.99% general increase and 1% for adult social care) £3.79m; ○ Net income from investment properties as part of the developing Investment Strategy £1.63m; ○ Additional MAG dividends and shareholder loan returns £1.5m; ○ Use of Budget Support Reserve £2.80m; ○ Other £0.14m ○ savings programmes of £3.58m.

2017/18 Significant Issues	Action Taken 2018/19
<p>scheme will be introduced. Work is also underway on a new system of fair funding from 2020/21 which will involve a full review of the cost of providing services locally and the Council continues to play a part in this review.</p>	<p>The level of business rate revenues now supporting the budget give rise to a significant risk in 2020/21 when the national reset of business rate baselines will take place and therefore part of our reserves strategy over the next two years continues to reflect this risk and where possible resources will be retained to mitigate this.</p> <p>As of 31/03/2019 an amount of £5.5 will be left in the Budget Support Reserve to support the MTFS in later years.</p> <p>The remaining budget gap after the current round of budget proposals is £15.71m and £12.81m in 2020/21 and 2021/22 respectively.</p>
<p>Delivery of ‘Together Trafford-Vision 2031’</p> <p>‘The Vision 2031’ seeks to secure improved outcomes for individuals and communities in Trafford and relies on our partnership with key agencies, and through engagement with voluntary, community and faith organisations.</p> <p>Vision 2031 consists of a number of major programmes and other projects. These include:</p> <ul style="list-style-type: none"> - Public Service Reform - Health and Social Care Integration - The Social Care Sustainability Programme - The Investment and Place Shaping Programme 	<p>As stated above in the Executive Summary the Vision 2031 programme was discontinued following the Council’s change in leadership and organizational structure with the new Corporate Plan.</p> <p>The Health and Social Care integration is covered in the Trafford Council Trafford CCG integration section below.</p> <p>In relation to Public Sector reform a great deal of activity was undertaken in 2018/19 across the authority around specific themes such as School Readiness, Social Prescribing and Working Well.</p> <p>Trafford has continued to embed the place based working</p>

2017/18 Significant Issues	Action Taken 2018/19
<p>These form major programmes of work with a dependency also on delivering a sustainable health and social care system.</p> <p>Each requires specific and additional capacity to secure the outcomes; Some of the funding to do this has been sought through the GM Transformation Fund but is linked to milestones and outcomes.</p> <p>A programme of work is being scoped in detail and from that flows the resource requirements that seek to secure a sustainable organisation in the future and ensure that all Trafford residents can benefit regardless of demographic background and whether that's better health outcomes, better educational outcomes that help secure good quality jobs for Trafford residents.</p> <p>The significant challenge and risk intrinsically linked on the capacity to progress whole system change, investment and alignment with all our partners.</p> <p>Sustainability Programme Proposals will be brought forward as a matter of urgency to mitigate this risk wherever possible.</p>	<p>model in the north of the borough, using GM Reform Investment funding to put in place short term enabling roles such as Early Help team leaders and Place based integration workers to establish more consistent processes and support staff to work in new ways.</p> <p>Work has been undertaken to scope the opening of an Early Help Front Door and a whole borough workforce development programme for place has been launched, with over 700 staff having been trained to date.</p> <p>The PSR programme is system wide and long term so work across the programme to upscale and embed new ways of working remains a focus within the new Corporate Plan.</p>
<p>UA92 / Stretford Masterplan</p> <p>The Council's Refreshed Stretford Masterplan was approved by the Executive in January 2018 following a ten week public consultation. The plans will encourage significant private investment, maximise the impact of the University Academy 92 (UA92) concept to deliver an innovative higher education facility in Stretford/Old Trafford,</p>	<p>The Council has established a JV with Bruntwood to redevelop the former Kellogg's head office on Talbot Road, Stretford into the campus for UA92. The JV was granted planning approval for the change of use in 2018 and works are on site with completion in late summer 2019.</p> <p>UA92 is on track to open in September 2019 and accept its first cohort of students. Student recruitment is currently</p>

2017/18 Significant Issues	Action Taken 2018/19
<p>deliver new leisure facilities, facilitate improvements in public spaces, and support the delivery of new housing and town centre uses</p> <p>University Academy 92 (UA92) is being delivered in Trafford through a partnership between the Council, the Class of 92, Lancaster University, Microsoft, Bruntwood and Trafford College. UA92 is also supported by Manchester United and Lancashire County Cricket Club. The new UA92 Campus Quarter will be located on the former Kellogg's office site on Brian Statham Way/Talbot Road (acquired by the Council in 2017) and is being delivered by the Council in partnership with Bruntwood. A planning application will be submitted in Spring 2018 for the refurbishment of the building and the campus building will be leased by the Council/Bruntwood JV to UA92 and Microsoft. Further work to prepare a masterplan for the surrounding Civic Quarter area will be progressed in 2018.</p> <p>To secure the regeneration of Stretford Town Centre the Council will support the creation of more attractive and outward facing development, introduction of a wider mix of uses, development of the evening economy and delivery of new leisure and residential uses. The Council is progressing a CPO/land acquisition process in relation to land and buildings that are not currently in its ownership but required to deliver the Refreshed Masterplan. The delivery of further public realm improvements will provide a significantly enhanced gateway to the Town Centre, help to alleviate the severance caused by the A56 and Kingsway, and provide an</p>	<p>underway.</p> <p>In late 2018 the Council commenced consultation on the draft Civic Quarter Masterplan, setting out the ambitions for the area around Trafford Town Hall, including new and improved public realm, residential and commercial development and the relocation of Stretford Leisure Centre.</p> <p>In Autumn 2018 the Council consulted with residents in Stretford on priorities for the redevelopment of Stretford Town Centre. The results of the consultation are being used as part of the assessment of the next steps to bring forward development proposals in the town centre.</p>

2017/18 Significant Issues	Action Taken 2018/19
<p>improved physical environment.</p> <p>There are significant economic, social and community benefits that will be delivered through these regeneration proposals which are set out in more detail in the Refreshed Stretford Masterplan. The Council is committed to a process of ongoing consultation and engagement with the community throughout the delivery of UA92 and the Refreshed Masterplan proposals.</p>	
<p>Trafford Council and Trafford CCG Integration</p> <p>The Executive have agreed to a number of proposals to implement this programme. The Trafford Council Chief Executive has been appointed to the Accountable Officer for NHS Trafford Clinical Commissioning Group and agreed the further alignment of functions within Trafford Council and NHS Trafford Clinical Commissioning Group.</p> <p>A period of assurance in relation to financial resilience of both organisations is being carried out by the Accountable Officer and Joint Chief Finance Officer and a further report will be brought back to Executive in the summer to update on progression of these proposals.</p>	<p>The Integration Programme has evolved following the change of Political and Corporate/Senior leadership. The Executive and CCG Governing Body agreed to take a different approach that required the re-establishment of both a Council Chief Executive and CCG Accountable Officer. Both these positions have been filled and a new vision of integration will be emerging in 2019/20.</p> <p>There is still a clear mandate from Greater Manchester that we have a Strategic Commissioning Function (SCF) and now a clear direction of travel on this programme of work that is needed to support this function. Part of this has been the establishment of the Integrated Commissioning Directorate (ICD) which is a joint function between the two organisations with a joint post overseeing this function.</p> <p>A key strategic objective was to co-locate the CCG from Crossgate House in Sale to Trafford Town Hall, this was successfully achieved in March 2019 and is seen as an enabler to further integration of our commissioning teams and</p>

2017/18 Significant Issues	Action Taken 2018/19
	<p>an opportunity to test out new ways of working.</p> <p>The SCF programme also now has 3 Senior Responsible Officers (SROs) to ensure the strategic leadership necessary to ensure a holistic approach to our integrated commissioning. These posts are the Corporate Director of Commissioning, the Corporate Director of Adult Services and the Corporate Director of Children's Services.</p> <p>Due to the progress that has been made on the programme during the year, setting the governance structure (detailed in section C) in place and the appointment of a new programme manager Trafford Council and Trafford CCG integration is not a significant governance issue for 2019/20.</p>
<p>Business Continuity This was carried forward due to the level of progress made in 2017/18. A number of actions still needed to be actioned</p> <ul style="list-style-type: none"> • Business Continuity and Disaster Recovery • Back-up Solutions • Identification of a Disaster Recovery Site <p>A report on the actions and timescales was submitted to the Corporate Leadership Team in early 2018/19.</p>	<p>The internal audit assessment was reviewed in 2018. There remains substantial work to progress the previous audit recommendations, of which 9 are still in progress and 4 yet to be implemented.</p> <p>The lack of robust Disaster Recovery is still a high risk to the Authority. Business Continuity Plans cannot be considered fully operable without a robust and tested ICT Disaster Recovery plan in place. ICT have been reviewing options for collaboration in relation to a secondary DR site and are currently soft market testing a hosted solution via a third party with a decision expected to be reached by early 2019/20.</p> <p>The Emergency Planning Manager and Work Force Development are working together to develop an e-learning package to provide learning and guidance for all staff</p>

2017/18 Significant Issues	Action Taken 2018/19
	<p>responsible for Business Continuity.</p> <p>The Council has undertaken a cloud readiness review in support of the GM Health and Social Care Partnership's Digital Strategy. The outcome of the review suggests the Council should adopt a cloud first approach; meaning the Council's systems and data should in future be hosted in the cloud where possible and practical. Cloud hosting would provide excellent resilience and disaster recovery capabilities, and provides high levels of security.</p>
<p>Investment Strategy</p> <p>The Executive approved an Investment Strategy to assist the Council in creating a balanced portfolio of investment assets in September 2017. The Strategy is fully aligned with the Medium Term Financial Plan and Capital Strategy, and sets out the scale and type of investments the Council will pursue in order to generate a financial return to support both the revenue budget and economic wellbeing of the Borough.</p> <p>The Council has put in place risk management arrangements, including appointing CBRE to provide investment advice on potential investments. Investment decisions are subject to full due diligence and made under the authority of the cross-party Investment Management Board.</p> <p>The Council will continue to manage this programme through the Investment Management Board and will continue to take professional advice. The Investment Strategy will be subject to an annual review, investment assets will be re-valued as required to as part of active asset management and appropriate management action will be taken as required.</p>	<p>The Council has continued to implement the Investment Strategy during 2018/19. The Terms of Reference for the Investment Management Board were revised to reflect the changed political make-up of the Council and to ensure cross-party membership, and the revised terms were approved by Council.</p> <p>CBRE have continued to be retained to provide independent expert advice on investment opportunities and on the investment strategy.</p> <p>The investment strategy has been reviewed to ensure it is compliant with relevant guidance. The revised strategy was approved by Council in February 2019 as part of the budget approval process.</p>

Significant Governance Issues 2019/20

5.3 The Council is committed to achieving its objectives through good governance and continuous improvement. Going forward, the Council will continue to ensure the effective delivery of its objectives and manages its resources to meet the ongoing financial challenges being faced. Detailed below are significant governance issues and actions planned to address these in 2019/20.

<p>Delivery of Corporate Plan</p>	<p>The Corporate Plan was agreed at Council 20th March 2019 and since this time the Directorate Plans have been developed. The Corporate and Directorate Plans are at the core of the Council's performance management framework and are designed to deliver the Council's Corporate Vision. The Directorate Plans and performance measures are being developed and will be reviewed by the Corporate Leadership Team monthly and presented to Executive twice a year. The Transformation, Performance and Resources Group and the Assistant Director Corporate Strategy and Policy will be involved in the annual budget and consultation process which will link in with the delivery of the plan and strategic priorities.</p> <p>The strategic priorities will be delivered on a partnership level through the Trafford Together priorities which have been adopted by the Trafford Partnership as a borough-wide community plan. The Partnership organisations will be focussing on what each of the 7 Priorities mean for them, what success looks like and how they are and will contribute to achieving them. A Trafford Partnership performance dashboard will be developed.</p>
<p>Medium Term Financial Position / savings</p>	<p>The size of the budget challenge for 2020/21 and later years remains significant, especially when put in the context of the level of savings delivered since 2010. This is compounded with the lack of transparency surrounding future local government funding levels and the impact of the expected full reset of the business rate baselines. Since 2013 the Council has benefitted from a growth in business rate revenues, above pre-determined baselines, to such an extent that the budget for 2019/20 is reliant on approximately £12m of additional funding from growth in retained business rates which are likely to be lost under a full reset. Financial planning will be extremely difficult during 2019 caused by the uncertainty of the reset of the business rate system and the review of the needs and resources distribution methodology, both anticipated to be effective from 2020/21 but with a prospect these could be deferred pending the outcome of Brexit negotiations.</p>

<p>EU Exit</p>	<p>The Council commissioned an independent review of the potential economic impact of Brexit on the Borough. The review considered the potential impact both in relation to an exit in accordance with the Prime Minister’s Withdrawal Agreement or on a No Deal basis. In both scenarios there would be an adverse effect on the Trafford economy, with No Deal have a greater negative impact. Trafford was also identified as being one of the worst affected local authorities due to the structure of the local economy which is export driven.</p> <p>In response the Council has appointed a senior officer to lead on assessing the impact of Brexit, and established a cross-directorate working group. This group has developed an action plan, taking into account the potential impact on the local economy and on Council services, both directly provided and commissioned, and potential mitigating actions.</p>
<p>Trafford Amey Contract</p>	<p>The Contract governance arrangements have been made far more robust over the last six months following the re-establishment of the Contract Management Group (CMG) and associated service delivery performance monitoring groups including Health and Safety.</p> <p>They all meet monthly and serve to inform the quarterly Governance Board which the Leader of the Council chairs. CMG and the service review groups examine in detail performance and service levels, based around an agreed key performance indicator framework that can be tangibly measured using agreed method statements and validation of prime documents or data systems.</p> <p>There is an emphasis on continuous improvement and performance deductions are applicable, either through self-deducting or through negotiation when shortfalls are identified by the Council or external means.</p> <p>Amey continues to suffer from unreliable service on occasions, often as a result of staff turnover and lack of available resource.</p> <p>As a result of this continued uncertainty over the long term reliability prospects for the partnership, the Council’s Executive, following a Scrutiny Committee Task and Finish report which went to the Executive 18th March 2019 , have determined that the Council should conduct an assessment of the feasibility of the following 3 options;</p>

	<ol style="list-style-type: none"> 1. Consider alternative models of service delivery, including the development of an In-House Service model, with a view to ending the contract with Amey. 2. Review the contract with Amey with a clear intent that there should be a wholesale reshaping of the contract and partnership between Amey and the Council. 3. Continue the Amey Contract and seek significant improvements to the delivery of existing services. <p>This feasibility study will be presented to Executive in July 2019 and a way forward determined around future service modelling.</p>
<p>The Trafford Together Way (place based working model)</p>	<p>In order to translate the new Greater Manchester model for unified public service delivery, which was launched and adopted in March 2018, into a meaningful model for Trafford, a new reform statement for the Trafford Partnership has been developed. The aim of this statement is to coalesce all partners around a simple narrative for Trafford's approach (as a borough and a Partnership) to the way we deliver services across our 4 neighbourhoods, based on our Butterfly model, in order to help us collectively deliver the Trafford Together priorities.</p> <p>Work will be done to communicate, share and embed the model across the Council and partners over the next year, overseen by the Partnership Public Service Reform Board whose role is as an enabler of change. This includes for example the roll out of the place based work for early help, commonly known as One Trafford Response.</p>
<p>Information Governance</p>	<p>The council has records management challenges to address both in relation to physical and electronic records. In terms of physical records, a substantial number of boxes were not catalogued or indexed prior to being placed in external storage and need to be reviewed in order to identify what records they contain and whether the information still needs to be retained. With regard to electronic records, in particular emails, a corporate approach to email archiving and retention is required as a substantial volume continue to be stored going back several years. These issues require addressing in order to ensure compliance with Data Protection requirements and will be addressed in reports to CLT with a range of measures and</p>

	<p>actions to be considered.</p> <p>The Council also has a significant volume of subject access requests outstanding, in particular in Children’s Services. This is under review and a report is being produced setting out the position and how the council may be able to address the issue within existing resources or through the recruitment of additional resource. This issue requires addressing in order to ensure compliance with Data Protection obligations.</p>
OFSTED Report	<p>Trafford Children’s Services were inspected in March 2019 and the report was published in May 2019. The report judges Trafford to be Inadequate overall with sub-judgements of Requires Improvement for Help and Protection, Requires Improvement for Care & Care Leavers and Inadequate for Leadership.</p> <p>An Improvement Board will be established and a detailed Action Plan will be developed to address the issues raised and implement improvement rapidly. Immediate actions include the appointment of additional agency social workers, the creation of an agency team to conduct case file audits and approval for additional agency early help workers. The full action plan will outline the longer term measures to be taken to address the issues and there will be formal reporting on progress to the Department for Education. There will now be quarterly Monitoring Visits by OFSTED to measure the impact of the actions taken.</p>
Business Continuity	<p>This is a continuing issue within the Council and a business case is being established to bring in external support from the GM Civil Contingencies Unit to support Trafford in this area. With their support Trafford will conduct a full audit of our current Business Impact Assessments and Business Continuity Plans and upskill senior staff across the organisation. It is hoped that once this has been undertaken processes and staff capability will be more robust.</p> <p>Once the work with the GM Civil Contingencies Unit is complete the Council will be able to deliver a Disaster Recovery solution that meets the recovery time requirements. In the meantime the Council is moving forward with establishing a suitable Disaster Recovery (DR) site as the current provision is not fit for purpose. Previous attempts at collaborations with other GM authorities have not materialised and the Council had been looking at a third party options for a DR Site. However, recent developments have offered a new possible low cost solution which the Council is exploring and hope to implement within 2019/20.</p>

The Council is committed to achieving its objectives through good governance and continuous improvement. Going forward, the Council will continue to ensure it delivers its objectives and manages its resources to meet the ongoing financial challenges being faced.

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Councillor Andrew Western
Leader of the Council

Sara Todd
Chief Executive