

Salford City Council

**ANNUAL GOVERNANCE  
STATEMENT  
2018-2019**

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## OUR VALUES

PRIDE  
PASSION  
PEOPLE  
PERSONAL RESPONSIBILITY

### 1. Corporate Governance

Corporate Governance is about how the council ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. Good governance ensures that the council provides for effective leadership and management in the use of public money; ensures the delivery of high quality services to all taxpayers and citizens; and achieves the desired outcomes for service users and communities.

Salford City Council acknowledges its responsibility for ensuring that there is a sound system of governance. The council has developed a Local Code of Corporate Governance that defines the principles that underpin the governance of the organisation. The Code can be accessed on the council's website at <http://www.salford.gov.uk/corporategovernance> or can be obtained by writing to the council's City Solicitor, Legal and Governance division. The principles upon which it is based are summarised in this Statement.

### 2. The Annual Governance Statement

The Accounts & Audit (England) Regulations 2015 require the council to prepare and publish an Annual Governance Statement. This is a public document that reports on the extent to which the council complies with its own Code of Corporate Governance. The Annual Governance Statement explains how the council makes decisions; manages its resources in line with the council's priorities; and achieves the required outcomes for service users and communities.

In the Annual Governance Statement the council:

- Acknowledges its responsibility for ensuring that there is a sound system of governance
- Summarises the key elements of the governance framework and the roles of those responsible for the development and maintenance of the governance environment
- Describes how the council has monitored and evaluated the effectiveness of its governance arrangements in the year, and on any planned changes in the coming period (appendix 1)
- Provides details of how the council has responded to any issue(s) identified in last year's governance statement (appendix 2)
- Reports on any significant governance issues identified from this review and provides a commitment to addressing them (section 5)

### **3. The Governance Framework**

#### **Scope of Responsibility:**

Salford City Council is responsible for ensuring that:

- Business is conducted in accordance with the law and proper standards
- Public money is safeguarded, properly accounted for and used economically, efficiently and effectively

The council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

### Purpose of the Governance Framework:

The council's governance framework comprises the systems, processes, cultures and values by which the council is directed and controlled and activities through which it accounts to, engages with and leads the community. It enables the council to monitor the achievement of its objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money. The framework aims to ensure that in conducting its business the council:

- Operates in a lawful, open, inclusive and honest manner
- Makes sure that public money is safeguarded, properly accounted for and used economically, efficiently and effectively
- Has effective arrangements for the management of risk
- Secures continuous improvements in the way that it operates

### The Governance Framework:

The governance framework sets out how the council is operating in order to demonstrate compliance, ongoing improvement, its commitment to maintaining the highest ethical standards and levels of governance. The governance framework has been in place at Salford City Council for the year ended 31 March 2019 and up to the date of approval of the statement of accounts.

The council has based its governance framework on the CIPFA/SOLACE guidance 2016 'Delivering Good Governance in Local Government'. The framework sets out seven core principles for good governance. Appendix 1 provides a summary of key elements of the council's governance framework and how they relate to the seven principles.

## 4. Review of Effectiveness

Salford City Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the Corporate Governance group; the Corporate Management Team who have responsibility for the development and maintenance of the governance environment; the Head of Internal Audit's annual report; and also by comments made by the external auditors and other review agencies and inspectorates.

In March 2019 a full review against the Code of Corporate Governance was carried out. This review was undertaken by Corporate Management Team and overseen by the Council's City Solicitor, Legal and Governance division.

This Governance Statement has been reviewed by the Elected City Mayor; the Cabinet; the Corporate Management Team; the Corporate Governance Group; Director of Service Reform; Chief Finance Officer; the Monitoring Officer; and the Head of Internal Audit before being presented to the Audit and Accounts Committee for approval.

The council relies on the following sources of assurance in order to maintain and review the effectiveness of the system of governance:

- Member scrutiny – Standards Committee; Overview and Scrutiny function; Council Cabinet; Audit & Accounts Committee.
- Management - The Corporate Management Team (CMT) has responsibility for developing the Corporate Risk Management Strategy and processes, including the communications and reporting structure for strategic risk.
- Internal Audit – Internal Audit Services examine the effectiveness of the council's internal controls. Based upon the work undertaken during 2018/19 the Head of Internal Audit provided the council with an overall satisfactory assurance opinion on the arrangements for gaining assurance through the governance framework and on the controls reviewed as part of the internal audit work.
- Internal Review – the Corporate Governance Group maintains a comprehensive action plan to ensure continuous improvement of the governance arrangements are in place.
- External Audit - the council's appointed auditors during 2017/18 - Grant Thornton - issued their Annual Findings Report 2017/18 in September 2018 which contained an unqualified opinion on the financial statements. Grant Thornton also gave an unqualified value for money conclusion on the council's arrangements to secure economy efficiency and effectiveness in its use of resources
- External Review – review and any findings and feedback from external inspectorates.

The results of the annual review of the effectiveness of the key elements of the council's governance processes during 2018-19 are set out in the table in Appendix 1.

## 5. Significant Governance Issues

Significant governance issues at the current time are noted below. These issues are recognised as continuing governance issues for the City Council and have been combined with additional work being undertaken by the Corporate Governance Group, to form a comprehensive improvement plan.

### **Greater Manchester Devolution and Governance Changes:**

- Following the election of the first directly elected Mayor for Greater Manchester in May 2017, the GM Combined Authority undertook a review of its functions and governance arrangements were updated. Salford continues to play an active role in GM governance arrangements, with the City Mayor, Cabinet members and senior officers representing Salford's interests across the full range of formal committees and informal support arrangements.

### **Budget / Savings Programme:**

- In an environment of continued reductions in core government funding, setting the medium/longer term budget has been a challenging process. Over the period 2010/11 to 2018/19 the council will have achieved savings totalling £198m, with a further £39m to be achieved up to 2021/22. In addition, like many councils, during 2018/19 the council has faced significant demand-led pressures in services, in particular adults' and children's social care, which are forecast to continue into 2019/20. The council manages its financial position through a monitoring framework that reports budget variances, financial projections, savings progress and action plans through service management teams, lead members, Cabinet and its Overview and Scrutiny Board.

### **Transform agenda – Shaping Our City:**

- A fresh new approach to how the City Council carries out public sector reform is being undertaken, this is a natural progression from the previous years' transformation programmes. Key to this reform is embedding an organisational values based approach to working, wrapping true enabling support around whole system re-designs.
- Ensuring that the council operates as efficiently as possible is crucial in the prevailing economic climate. The council has developed a service transformation programme that is fundamentally redesigning the way in which

some services are delivered. A key piece of this work is a digital first customer strategy to support quicker, easier, better access to information and basic transactions which should also free up capacity for those who need more specialist support and deliver significant savings.

- The council recognises the need to support residents to fully participate in digital activities and has instigated an ambitious programme to enable 8,000 more residents to go online by 2020.

### **Demographic Changes:**

- Salford has one of the youngest and fastest growing populations in Greater Manchester. It is projected to increase from its current 256,000 people (in 2019) to 290,000 (in 2039) – with a notably higher proportion of young adults (age 20-29) compared to Greater Manchester. Ethnic diversity in Salford is also increasing rapidly. The population of Black and Minority Ethnic (BME) increased from 5% in 2001 to 14% in 2011.
- Services in Salford are reviewed on an ongoing basis to ensure that they meet the changing needs of the city. There has been a very significant increase in the birth rate in Salford. In addition, due to economic growth, there have also been high numbers of people moving into the City. This has impacted significantly on school places and has affected all areas of the city.

### **Safeguarding:**

- Salford Safeguarding Children Board (SSCB) is a multi-agency statutory board. The SSCB has a range of roles and statutory functions including developing local safeguarding policy and procedures and scrutinising local arrangements.
- Salford Safeguarding Adults Board (SSAB) is a multi-agency statutory board established with the implementation of the Care Act 2014. It meets quarterly to oversee the effective implementation of safeguarding adults in Salford and to ensure that partners are held to account. Aspects of the board's work also cut across the work of the SSCB and Community Safety Partnership and work is on-going to ensure clear governance and effective work streams for these areas of cross cutting practice.



- Specific statutory duties are retained following the transfer of functions for Adult Social Care to the Integrated Care Organisation (ICO). A service specification is in place and an Adult Social Care Commissioning Group established, chaired by the Director for Adult Social Care.

### **Greater Manchester Spatial Framework:**

- Salford has worked with the nine other local authorities in Greater Manchester to develop a new spatial framework. The Greater Manchester Spatial Framework (GMSF) will support the city region to make the most of its town and neighbourhoods and will identify the land Greater Manchester needs to meet demand for housing and business development.
- The results of consultations together with updated evidence have informed revised versions of the Revised Draft GMSF and the Revised Draft Local Plan, which were published for consultation over the period January-March 2019. This work is being linked to planning for new schools and health facilities, working with developers at being pro-active in regeneration and planning. Salford currently has a 5 year supply of land for housing, and this would remain the case under both revised plans.
- It is intended to publish a submission version of the GMSF for consultation Summer 2019, and it will be this version of the document, with its evidence base, that will be considered at a Public Examination in 2020. Adoption of the GMSF is anticipated in 2021. In parallel the next consultation version of Salford's draft Local Plan was published in January 25th 2019, production of the Local Plan at its various stages will follow on from each stage of the GMSF process.

### **Housing:**

- A review of the City's Housing Strategy is underway and a consultation on new priorities and objectives will commence in May 2019. Good progress has been made against the Salford Homelessness Strategy 2018-2023 and new governance arrangements have been implemented including a strategic group to ensure that blockages affecting the prevention of homelessness can be addressed effectively. The council actively participates in available funding programmes to enhance the provision of good quality, affordable homes in Salford.

### **Information Governance and Cyber Risks:**

- Ongoing development of the information governance framework for the council, supported by an implementation and improvement plan and an assessment from the Information Commissioner’s Office, is a key focus area of the Senior Information Risk Owner and the Corporate Information Assurance and Risk Group. Embedding the European General Data Protection Regulations (GDPR) has the support of the SIRO and Deputy SIRO, with regular reports via the SIRO briefings. Work to ensure the council remains compliant with data protection legislation is ongoing, with the IG team providing advice and support to business areas.
- Cyber attack is recognised as a key risk to the council. We believe that the steps we are taking will further enhance our governance arrangements and are satisfied that these steps will continue to improve the processes in place in line with compliance requirements in the European Data Protection Regulations.

### **Workforce and Skills**

- The council recognises a key risk around attracting and retaining appropriately skilled staff. The council has a recruitment and retention policy and strategy which fully supports the council’s aims in recruiting more apprentices and supporting people into work. An ongoing review of capacity was undertaken during 2017-18 as part of the council’s transformation programme. The council has a Building Organisational Capability Strategy which aims to ensure we have the skilled motivated, flexible and diverse workforce needed to deliver value for money services that make a difference to our community.
- Demand for services continues to increase, this is a national issue as demand is rising across the country, and staffing levels are under ongoing review to support the workforce in meeting the ever rising demand for services.

Appendix 2 sets out the governance issues that the council raised as part of the 2017-18 Annual Governance Statement. A description of the issue along with details of the actions undertaken to date, and any further actions required to manage the issue is also given.

Appendix 3 sets out the governance issues that the council has raised as part of this 2018-19 Annual Governance Statement. Progress will continue to be monitored by the Corporate Governance Group during 2019-20, and reported to the Audit & Accounts Committee.

## 6. Future Developments

### Greater Manchester Devolution:

- Greater Manchester devolution will be a huge opportunity to deliver more cohesive and effective services on a regional basis; this will have the capacity to deliver greater value for Salford residents. The council is a key player in the ongoing devolution discussions with government and needs to ensure that Salford is able to appropriately influence and shape the Greater Manchester agenda for the benefit of the city.
- The City Mayor has identified his vision for the future of the City – “To deliver a better and fairer Salford”. In order to achieve this vision, a number of priorities have been identified including: tackling poverty and inequality; investment that provides jobs with decent wages; developing skills and a strong education offer; connecting affordable housing; connecting transport with jobs and skills; and working with partners to improve health and wellbeing.

### Health & Social Care:

- On 1 April 2019, Salford City Council and Salford NHS Clinical Commissioning Group (SCCG) agreed an Integrated Fund for Health and Care, creating an integrated fund of £600m for those services supported by the budgets for Children’s, Adults, Public Health and Primary Care. Both organisations have also agreed joint decision making arrangements for the governance and oversight of the Integrated Fund.
- These arrangements build on the existing experience of the pooled budget of £237m for adults’ health and social care that has been in place since 2016.
- The expanded arrangements maintain the existing statutory responsibilities of both organisations, and for the City Council of the Lead Member, Director of Children’s Services and Director of Public Health in particular.

- Significant attention will be paid to ensuring governance arrangements are robust, with strong accountability to the City Mayor and Cabinet, and the council’s standards on transparency maintained.

### **Safeguarding:**

- The requirement for councils to have Local Safeguarding Children’s Boards has been replaced with a requirement on three partners: local authorities; police; and the health service to make arrangements for working together on child protection in a local area. From 1st April 2019 Salford Safeguarding Children Board will be replaced by a new Salford Safeguarding Children Partnership. The new arrangements were published 31 January 2019. This sets out our new governance structures which inform the refresh of the local inter-board protocol and supporting inter-board forward plan. The main changes will be to strengthen our review of practice and safeguarding assurance, improve understanding of impact, improvement, and create further safeguarding efficiencies.

### **Urban Vision:**

- The council has decided to return those services currently in the joint venture between the council, Capita and Galliford Try, back into direct council service provision with effect from the contract termination in February 2020. The transition is covered by a detailed plan and is kept under constant review.

## **7. Conclusion**

The review of the City Council’s governance arrangements for 2018/19 has been undertaken in order to produce this statement. We have been advised on the implications of the review of the effectiveness of the governance framework by the Corporate Governance Group and the Corporate Management Team. The review provides good overall assurance that the council’s arrangements continue to be regarded as fit for purpose in accordance with the governance framework. The review highlighted a number of governance issues that require attention and action is being planned and/or taken as noted in the statement.

**With the exception of the internal control issues that we have outlined in this statement, our review confirms that the council has a generally sound system of internal control that supports the achievement of its policies, aims and objectives and that those control issues have been or are being addressed.**

.....  
Jim Taylor  
Chief Executive, Salford City Council  
Date

.....  
Paul Dennett  
City Mayor  
Date

**CORE PRINCIPLE A**

Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.

<b>Supporting Principles</b>	<b>Assessment of the effectiveness of key elements of the council's governance processes during 2018-19</b>
<p><b>Behaving with Integrity</b></p> <p><b>Demonstrating strong commitment to ethical values</b></p> <p><b>Respecting the rule of law</b></p>	<p>The council has a robust <a href="#">Constitution</a> in place that sets out how the council operates, how decisions are made and the procedures that are followed to ensure that these are efficient, proportionate, transparent and accountable. A review has taken place this year which will be presented in July 2019.</p> <p>The Constitution contains the Code of Conduct for employees and members. Officers have a clear understanding of their roles and responsibilities through an approved scheme of delegation and through job descriptions and person specifications. All employees have been asked to confirm that they had read and understood the Code of Conduct, Disciplinary Rules and Communications and Media Policy. The Code of Conduct is underpinned by the council values the four Ps – Pride, Passion, People, Personal Responsibility.</p> <p>Registers of gifts &amp; hospitality and member &amp; officer interests are maintained. <a href="#">Individual members' interests</a> are published on the council's website.</p> <p>The Standards Committee comprises eight elected members of Salford City Council; the Committee appointed an Independent Chair in August 2018 and meets on a quarterly basis. The committee regulates and oversees the Code of Conduct. The committee took an active approach to ensuring high levels of good governance, ethical behaviour and transparency throughout the council's decision making processes and presented the detail of its work in 2018/19 in an <a href="#">Annual Report</a> which is being considered by full Council in May 2019.</p> <p>In accordance with the Localism Act 2011 the council has effective arrangements in place for dealing with complaints against members of Salford City Council. Allegations that a member has failed to comply with the Code of Conduct are assessed initially by the Monitoring Officer, in consultation with one of two Independent Persons appointed specifically for this purpose, in order to decide whether the allegations merit investigation or another course of action. Details of complaints and the findings of any investigations are reported to the Standards Committee. Hearings Panels (sub-committees of the Standards Committees) are convened as required to consider allegations of breaches of the Code of Conduct for Members. There has been one sub-committee hearing into an alleged breach of the Code of Conduct for Members. In the course of the hearing it was determined that there had been no breach of the code</p> <p>The five Scrutiny Committees monitored and scrutinised the performance and decision making of the</p>

	<p>authority.</p> <p>An Annual Fraud Report has been produced by the Counter Fraud Manager which demonstrates the work that the council has undertaken in the year to investigate instances of fraud and whistleblowing allegations and to highlight the proactive levels of work being undertaken. This was presented to the Audit &amp; Accounts Committee in June 2019. CIPFA issued the “Code of Practice on Managing the Risk of Fraud and Corruption” in 2014. A regular assessment is carried out to identify the council’s compliance with the Code and identify improvement actions; these will be addressed as part of the 2019-20 counter fraud work programme. The Code will also be used as a basis to develop regional benchmarking. In line with the assessment the Counter Fraud Manager’s conclusion is that “the Council had effective measures in place during 2018-19 to enable the prevention and detection of inaccuracies and fraud. Work will continue in 2019-20 to ensure that the Council has all the necessary policies and procedures in place to create and promote an environment where fraud, bribery and corruption are not tolerated.”</p> <p>The City Solicitor Legal &amp; Governance Division who is also the council’s Monitoring Officer and the Senior Information Risk Owner provides strategic legal advice to the council, oversees a cohesive complaints and commendations practice. The council has appointed a Data Protection Officer (DPO) who manages the Information Governance Team. The team advises staff on data protection issues and deals with all external requests for information to ensure the council complies with legislation. The DPO also oversees any data security incidents.</p> <p>Last year the Information Commissioner’s Office performed a consensual audit of the council’s Data Protection Governance and Records Management functions, and although they issued a number of recommendations (mainly relating to ongoing preparation work for the introduction of the GDPR) we were able to demonstrate compliance.</p> <p>Every contract that the council enters into adheres to the Public Procurement Regulations and requires high standards of transparency and ethics.</p>
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**CORE PRINCIPLE B****Ensuring openness and comprehensive stakeholder engagement**

<b>Supporting Principles</b>	<b>Assessment of the effectiveness of key elements of the council's governance processes during 2018-19</b>
<p><b>Openness</b></p> <p><b>Engaging comprehensively with other organisations that the council needs to work with to improve services and outcomes</b></p> <p><b>Engaging with individual citizens and service users effectively</b></p>	<p>Locally, the council is a member of Salford City Partnership which brings together people from the City's public, private, education, community, voluntary and faith sectors. The current arrangements help to lead and co-ordinate activities, reduce duplication and cost and to provide a route for the community to help set the priorities for Salford.</p> <p>At a regional level, the council is a member of the Greater Manchester Combined Authority (GMCA). The GMCA is made up of the ten Greater Manchester councils and an elected Mayor, who work with other local services, businesses, communities and other partners to improve the city-region. The ten councils have worked together voluntarily for many years on issues that affect everyone in the region, like transport, regeneration, and attracting investment. The GMCA also gives local people more control over issues that affect their area and means the region speaks with one voice and can make a strong case for resources and investment. The council leads on a number of key areas of work on behalf of the GMCA including: planning; housing and homelessness; reform and devolution of children's services, and business investment and the economy.</p> <p>In setting the budget, the council consults with residents, staff and businesses around key priorities and what services are most highly valued. As part of the 2019/20 budget engagement with the public the council asked 'what matters to you?' – exploring questions about residents' priorities, the things and services they valued, and what they felt got in the way of those. The budget consultation was conducted in two parts, the first part asked Salford people about issues concerning life in the city and the second about specific budget proposals. Phase 1 helped to shape the budget proposals for 2019/20. Engagement was via "pop-ups" and targeted outreach sessions at locations across the city. The feedback received in Phase 2 will be fed into the implementation of specific proposals, and will help to inform any further engagement or consultation where that is required. 2019/20 budget proposals and impacts were shared through the council's website under the heading 'Talk Budget'.</p> <p>The council has been clear about the level of budget reductions made since 2010 and the difficulty in protecting front line services. As part of sharing information with residents, key headlines were set out, answers to specific questions were posted on-line and a form is provided for the community to share thoughts and provide suggestions as to how things can be done differently. Similarly, details of proposals were shared with the council's workforce and briefings provided to trade union representatives.</p>



In January 2018, the council participated in a Local Government Association (LGA) Peer Challenge. The Peer Challenge is an improvement tool offered by the LGA to help councils improve and focus on what is important at a local level. Following the Peer Challenge the team provided very positive feedback and made some recommendations. Progress on the actions contained in the implementation plan are included in scheduled corporate performance reports that are presented at Corporate Management Team and Cabinet Briefing on a quarterly basis.

Salford Safeguarding Children Board (SSCB) is a multi-agency statutory board. The SSCB has a range of roles and statutory functions including developing local safeguarding policy and procedures and scrutinising local arrangements. The statutory objectives and functions are set out in Working Together 2015. The Board currently meets four times a year to coordinate, monitor and evaluate the effectiveness of what is done by the authority and the Board partners individually and collectively to safeguard and promote the welfare of children. From 1st April Salford Safeguarding Children Board will be replaced by a new Salford Safeguarding Children Partnership. The new arrangements were published 31 January 2019. This sets out our new governance structures which inform the refresh of the local inter-board protocol and supporting inter-board forward plan. The main changes will be to strengthen our review of practice and safeguarding assurance, improve understanding of impact, improvement, and create further safeguarding efficiencies. An Ofsted inspection during 2018/19 found Salford to be GOOD.

Salford Safeguarding Adults Board is a multi-agency statutory board established with the implementation of the Care Act 2014. It meets quarterly to oversee the effective implementation of safeguarding adults in Salford and to ensure that partners are held to account. Specific statutory duties are retained following the transfer of functions for Adult Social Care to the Integrated Care Organisation (ICO). A service specification is in place and an Adult Social Care Commissioning Group established, chaired by the Director for Adult Social Care.

The council complies with the Local Government Transparency Code 2015.

**CORE PRINCIPLE C****Defining outcomes in terms of sustainable economic, social, and environmental benefits**

<b>Supporting Principles</b>	<b>Assessment of the effectiveness of key elements of the council's governance processes during 2018-19</b>
<p><b>Defining outcomes</b></p> <p><b>Sustainable economic, social and environmental benefits</b></p>	<p>The City Mayor has identified his vision for the future of the City – “To deliver a better and fairer Salford”. In order to achieve this vision, a number of priorities have been identified. The Great Eight are the key priorities which will guide the council in allocating resources and agreeing plans. The priorities are supported by the council's core values of pride, passion, people and personal responsibility.</p> <p>A review of the City's Housing Strategy is underway and a consultation on new priorities and objectives will commence in May 2019.</p> <p>Good progress has been made against the Salford Homelessness Strategy 2018-2023, with 83% of the first year actions completed or ongoing / on target to complete by March 2019. New governance arrangements have also been implemented including a strategic group to ensure that blockages affecting the prevention of homelessness can be resolved</p> <p>A Council Performance Framework and regular performance reporting is in place to monitor progress on the delivery of these priorities. The Corporate Performance Framework ensures that performance information is used effectively to inform decision making and drive the council's improvement agenda. Quarterly Priority Progress Reports are produced that combine information from a variety of sources – including business plans, budget monitoring, progress on core performance measures, and updates on the council's Strategic Risks. These reports are discussed at Corporate Management Team meetings on a quarterly basis. Twice a year the City Mayor meets with each Strategic Director and their Lead Member (s) to discuss the current performance issues within their Service Group. Quarterly overviews of performance are also presented at Cabinet Briefing before being published on the council's website. A 2017-18 annual performance report was also produced in August 2018. This report contained highlights of performance over the past year and was published in LIFE in Salford magazine and on the council's website. The 2018-19 annual performance report will be published in August 2019.</p> <p>Business plans and performance measures are clearly linked to the priorities for the City, the delivery of the budget strategy and the council's transformation programme. In August 2018, the City Mayor published an <a href="#">Annual Performance Report</a> – accounting to residents for the council's achievements across the Great Eight priorities.</p>

	<p>The City Mayor has formed a City Leaders Group that brings together political and organisational leaders from across the city. This group meets quarterly to discuss how it can take forward key work in the City and maximise outcomes for the people who live in Salford.</p>
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**CORE PRINCIPLE D****Determining the interventions necessary to optimise the achievement of the intended outcomes**

<b>Supporting Principles</b>	<b>Assessment of the effectiveness of key elements of the council's governance processes during 2018-19</b>
<p><b>Determining interventions</b></p> <p><b>Planning interventions</b></p> <p><b>Optimising achievement of intended outcomes</b></p>	<p>The Elected City Mayor is democratically accountable to all residents of the city of Salford and operates a cabinet system including delegation to Lead Members who are members of the Cabinet as defined in the council's Constitution with a range of thematic portfolios. The Cabinet consists of two Deputy City Mayors and seven Lead Members. This cabinet system with a clearly defined decision making process has worked well</p> <p>The council's constitution contains details of the respective roles and responsibilities of elected members, named officer roles and all officers employed by the council. The council's constitution lists statutory roles for the Head of Paid Service; certain (Strategic) Directors; Section 151 Officer; and the Monitoring Officer which ensure legality, financial prudence and transparency in decisions and transactions. Changes to the City Mayor's Register of Executive Functions are made as and when necessary to reflect the City Mayor's priorities and to ensure that the register is fit for purpose.</p> <p>The council operates an Overview and Scrutiny function. Scrutiny Panels and Members can "call in" decisions that have been made but not yet implemented, to enable them to consider whether the decision has been taken in accordance with the council's decision making principles. One decision <a href="#">was called in</a> in March 2019.</p> <p>The five Scrutiny Committees monitor and scrutinise the performance and decision making of the authority. They may make recommendations to the full Council, the elected City Mayor, or Lead Members on any matters affecting the council's area or its inhabitants. They are also a forum for citizens to have a greater say in council matters by holding public consultations into matters of local concern.</p> <p>Of the eight neighbourhoods in Salford, five of them hold community committee meetings. These are open meetings, chaired by a local resident and were set up to give residents a voice, enabling them to influence decisions about their local area. For those areas that no longer hold community committee meetings, they organise annual networks events that bring people together to share information, find out what's happening in the area and to celebrate local groups and the work that they do. Each neighbourhood has a local devolved budget and its spend is agreed by the nominated budget group and helps to support and address local priorities.</p>

The council has a robust organisational approach to business planning and performance management.

The council seeks to obtain value for money which is supported through effective commissioning and procurement arrangements, a robust procurement strategy, business plans and scrutiny of decision making. Ensuring that the council obtains Best Value is crucial in the prevailing economic climate. The council continues to develop the service transformation programme that is fundamentally restructuring the way in which some services are delivered. A key piece of this work will be to move customer transactions (as far as possible) to web based automated services. This has the potential to deliver significant savings and best value.

The Integrated Commissioning Joint Committee (ICJC) is responsible for delivery of the Service and Financial Plan for Adults (2016/17 – 2020/21) which identifies the commissioning and finance plans for the health and social care pooled budget for adult services.

The most significant commission from this pooled budget is a contract with Salford Royal Foundation Trust to provide a Health and Social Care service for the residents of Salford. This was established in July 2016.

On 1 April 2019, Salford City Council and Salford NHS Clinical Commissioning Group (SCCG) agreed an Integrated Fund for Health and Care, creating an integrated fund of £600m for those services supported by the budgets for Children's, Adults, Public Health and Primary Care. Both organisations have also agreed joint decision making arrangements for the governance and oversight of the Integrated Fund.

The Procurement Board became a constituted decision making body in October 2013. It has responsibility for contract expenditure of £150,000 and above. The Board is chaired by the Lead Member for Finance and Support Services and the Elected City Mayor and Deputy City Mayor are also members of the Board (by decision of the council). The council has further enhanced these arrangements by electronic tendering and the use of a procurement portal (The Chest). In addition, the consideration of social, environmental and economic well-being is an integral part of all commissioning and procurement processes and fully complies with the requirements of the Public Services (Social Value) Act.

**CORE PRINCIPLE E****Developing the entity's capacity, including the capability of its leadership and the individuals within it**

<b>Supporting Principles</b>	<b>Assessment of the effectiveness of key elements of the Council's governance processes during 2018-19</b>
<p><b>Developing the entity's capacity</b></p> <p><b>Developing the entity's leadership</b></p> <p><b>Developing the capability of individuals within the entity</b></p>	<p>Ongoing review of capacity was undertaken during 2017-18 as part of the council's transformation programme. The council has a Building Organisational Capability Strategy which aims to ensure we have the skilled motivated, flexible and diverse workforce needed to deliver value for money services that make a difference to our community.</p> <p>A corporate Member's induction programme is in place and ongoing training for Members includes the member code of conduct, personal safety, use of social media and the role of elected members as 21<sup>st</sup> Century Councillors. The Council is working towards the North West Employers Member Development Charter.</p> <p>The council has an Exchange Network which incorporates monthly meetings held by the Chief Executive for Strategic Directors, Assistant Directors, Heads of Service on key relevant strategic topics. They offer an opportunity for the council's leaders to come together to innovate, inspire and engage in an informal, creative and supportive environment.</p> <p>The council has a leadership behaviour framework that provides a consistent approach to leadership development and sets out the leadership behaviour and management expectations that will help shape our future. This is supported by the #LeadingSalford leadership development programme that develops leaders' skills, knowledge, and confidence to lead in this way.</p> <p>A corporate manager induction - the Manager Essential Programme is in place to support all newly appointed managers to develop the knowledge needed to be successful in their role.</p> <p>The council has an Employee Performance and Development Review Scheme which is linked intrinsically to the council values. This is further supported by the management essentials and ME learning platform which supports all the work force in their own personal development.</p> <p>The council has a recruitment and retention policy and strategy which supports values based recruitment, talent based acquisition and effective succession planning. The strategy fully supports the council s aims recruiting more apprentices and supporting people into work.</p>

The council has a Workforce Health and Wellbeing Strategy and offers a range of health and wellbeing services for employees, including physical and mental activities. The strategy strives to provide a physical and mentally safe workplace putting people first.

## CORE PRINCIPLE F

### Managing risks and performance through robust internal control and strong public financial management

Supporting Principles	Assessment of the effectiveness of key elements of the council's governance processes during 2018-19
<p><b>Managing risk</b></p> <p><b>Managing performance</b></p> <p><b>Robust internal control</b></p> <p><b>Managing Data</b></p> <p><b>Strong public financial management</b></p>	<p>The council's risk management Strategy and Process was reviewed and updated in 2018. The revised Strategy and Process were approved by Audit and Accounts Committee, Corporate Management Team and Cabinet before being published on the council's intranet site YourZone. The council maintains a Strategic Risk Register. The 2018/19 Strategic Risk Register was approved by Corporate Management Team and Audit and Accounts Committee. In conjunction with the council's annual business planning process, Service Groups will review and refresh both strategic risks and service level risks. Following this, the Strategic Risk Register will be updated accordingly.</p> <p>Strategic risks are embedded within the council's corporate performance framework and are reported to Corporate Management Team and Cabinet as part of a Quarterly Corporate Performance Report. The risks are reviewed and updated on a quarterly basis, new risks are identified and some are terminated in response to changing internal and external events. Strategic Risks are also reported to Audit and Accounts Committee. Audit and Accounts Committee has responsibility for overseeing the effectiveness of the council's risk management arrangements and will request additional reports on any areas of concern.</p> <p>Service Groups also identify their own service level risks as part of their annual business planning process. These risks are monitored and progress reported on a quarterly basis in Service Group Performance Reports.</p> <p>The council has a well established Audit and Accounts Committee which met regularly during 2018-19. The Committee is currently chaired by a member of the official opposition party. The Audit and Accounts Committee has clearly defined terms of reference and responsibilities for the oversight of governance, risk management and the approval of the City Council's Annual Statement of Accounts. The terms of reference were updated during 2018/19 to reflect latest guidance.</p> <p>The council maintains a Head of Internal Audit and an Internal Audit Section which conforms to the Standards set out in the UK Public Sector Internal Audit Standards. Internal Audit is responsible for monitoring the quality and effectiveness of systems of internal control within group activities and where</p>

	<p>relevant, making recommendations for improvement.</p> <p>The Corporate Management Team is responsible for ensuring that it establishes and maintains effective systems of internal control, complying with legislation, the council's Constitution, Standing Orders and Financial Regulations.</p> <p>The Information Governance Teams works closely with AGMA/GMCA colleagues for shared effort, such as training materials and template documents.</p> <p>Work to ensure the council remains compliant with data protection legislation is ongoing, with the IG team providing advice and support to business areas.</p> <p>Annual IG training is mandatory to ensure all staff know their responsibilities to minimise the risk of a data breach.</p> <p>The IG team manager (the council's Data Protection Officer) monitors and logs all information security incidents and escalates high risks to the City Solicitor (the SIRO). The SIRO regularly reports to the Corporate Management Team and the Corporate Governance Group.</p>
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**CORE PRINCIPLE G****Implementing good practices in transparency, reporting, and audit to deliver effective accountability**

<b>Supporting Principles</b>	<b>Assessment of the effectiveness of key elements of the council's governance processes during 2018-19</b>
<p><b>Implementing good practice in transparency</b></p> <p><b>Implementing good practices in reporting</b></p> <p><b>Assurance and effective accountability</b></p>	<p>The council makes as much information as possible available on its website. Support is also available to those residents who cannot access the internet as part of our Digital Everyone plan.</p> <p>The council publishes its <a href="#">Statement of Accounts</a> on the website.</p> <p>The council's external auditors during 2017/18 - Grant Thornton - issued an unqualified opinion on the financial statements. Grant Thornton also issued an unqualified opinion on the council's arrangements for securing economy, efficiency and effectiveness in its use of resources.</p> <p>The Corporate Management Team is responsible for responding to recommendations made by Internal Audit, External Audit and other Inspectorates such as CQC and OFSTED. Where necessary and appropriate they will take advice from the City Solicitor and the Shared Legal Service.</p> <p>Progress made against the issues identified in the 2017-18 Annual Governance Statement action plan has been monitored by the Corporate Governance Group. The Governance Group has monitored performance against the improvement plan and has incorporated this and risks from the strategic risk register into a draft workplan to be populated for 2019/20.</p> <p>The council has a whistle blowing policy and an "Honesty Action" whistle-blowing hotline telephone number which is advertised both inside the council and in the wider community. The council updated the Whistleblowing Policy in 2016-17 to encourage and enable employees to raise serious concerns within the council. The full suite of counter fraud and corruption policies was updated during 2016-17 and approved by the Audit &amp; Accounts Committee in March 2017. Further update will be undertaken during 2019/20.</p> <p>The council has a clear process for dealing with Freedom of Information (FOI) requests from the public.</p>

The table below sets out the actions raised as significant governance issues identified in the 2017-2018 Annual Governance Statement.

Governance Issue	Progress Update May 2019
Greater Manchester Devolution and Governance Changes	<p>May 2017 saw the first ever directly elected mayor and the Greater Manchester Combined Authority was required to review its functions and how it is run and publish a GMCA Governance review and Scheme.</p> <p>GM has in place a strong governance framework. The GMCA constitution, and the role of the GMCA, AGMA Joint Executive, and associated scrutiny and partnership arrangements has been reviewed on election of the GM Mayor.</p> <p>Salford is represented by the City Mayor, lead members, and Chief Executive as necessary throughout the formal governance arrangements. Other senior officers are involved in the formal and informal committees that support decision making and policy development at GM.</p>
Budget / Savings Programme	<p>Setting the medium/longer term budget has been a challenging process. Over the period 2010/11 to 2018/19 the council will have achieved savings totalling £198m, with a further £39m to be achieved up to 2021/22. The council monitors and manages its financial position by the provision of regular budget monitoring reports to the City Mayor, lead members and the Overview and Scrutiny board.</p> <p>Budget monitoring in the first quarter of 2018/19 indicated significant new pressures within children's services. The service is making plans to identify cost savings to manage the pressures but currently it is too early to judge the likelihood that the plans will succeed in eliminating all of the potential overspend.</p> <p>Senior officers and members in the Budget Strategy Group are currently considering proposals to close the funding gap in the 2019/20 budget, having regard to existing pressures, future projections, financial risks and available reserves.</p>
Transform agenda – Shaping Our City	<p>The Shaping our City programme sets the Council on a radical transformation path which will alter the way services are delivered. The programme is being monitored by Scrutiny Panels and Scrutiny Boards. The Budget Strategy group is monitoring progress of the programme against the project plans and financial targets.</p>

	<p>The Budget Strategy group is monitoring progress of the programme against the project plans and financial targets.</p>
<p>Demographic Changes</p>	<p>Services in Salford are reviewed on an ongoing basis to ensure that they meet the changing needs of the city. There has been a very significant increase in the birth rate in Salford. In addition, due to economic growth, there have also been high numbers of people moving into the City. This has impacted significantly on school places and has affected all areas of the city.</p> <p>In light of these demographic changes, pupil place planning is a particular issue, at both primary and secondary levels. Progress figure for primary provision at present sits at 75%, this will increase going forward following delivery of the additional forms of entry. The ability to trend and predict the numbers of Pupil Places required has become more difficult to manage due to a growing City, its extensive regeneration and development schemes and housing land availability. This has placed a greater emphasis on the pressure for school places directly from additional housing and migration. This creates a difficulty in knowing a definite number and need in terms of meeting future school place demand. As Children’s Services we approach this in terms of managing the Demand Risk for the immediate, medium and long term. Current housing yield projections (up until 2026) indicate that an additional 18 forms of entry may be required going forward.</p> <p>Salford has also seen a growing population since the turn of the century, with an increase of 12.5% in the last decade. This has in part been due to improved health leading to increased life expectancy but the greatest contributor has been the impact of more people moving to the city to study, work and live, particularly amongst those aged under 40. An increase in births seen between 2009 and 2013 will result in more secondary school age children in the coming years. The population change dynamics have not been uniform; movement within the city as well as changes to birth rates, ageing and migration affecting different parts of the city to different degrees.</p>
<p>Safeguarding:</p>	<p>Salford Safeguarding Children Board (SSCB) currently meets four times a year to coordinate, monitor and evaluate the effectiveness of what is done by the authority and the Board partners individually and collectively to safeguard and promote the welfare of children. Where possible meetings now align to when the Salford Safeguarding Adults Board meet and we now have joint board learning workshops with the SSAB and CSP.</p> <p>From 1st April Salford Safeguarding Children Board were be replaced by a new Salford Safeguarding Children Partnership. The new arrangements were published 31 January 2019. This sets out our new</p>

	<p>governance structures which inform the refresh of the local inter-board protocol and supporting inter-board forward plan. The main changes will be to strengthen our review of practice and safeguarding assurance, improve understanding of impact, improvement, and create further safeguarding efficiencies</p> <p>For more information visit: <a href="http://www.partnersinsalford.org/sscb/sscp.htm">www.partnersinsalford.org/sscb/sscp.htm</a></p> <p>Salford Safeguarding Adults Board (SSAB) is a multi-agency statutory board established with the implementation of the Care Act 2014. It meets quarterly to oversee the effective implementation of safeguarding adults in Salford and to ensure that partners are held to account. Aspects of the board's work also cut across the work of the SSCB and Community Safety Partnership we have developed a Safeguarding InterBoard Protocol to ensure clear governance and effective work streams for these areas of cross cutting practice.</p> <p>Specific statutory duties are retained following the transfer of functions for Adult Social Care to the Integrated Care Organisation (ICO). A service specification is in place and an Adult Social Care Commissioning Group established, chaired by the Director for Adult Social Care.</p>
<p>Greater Manchester Spatial Framework</p>	<p>A Draft GMSF and a Draft Local Plan for Salford were published in October 2016 – January 2017 for consultation. The results of these consultations together with updated evidence have informed revised versions of both documents (the Revised Draft GMSF and the Revised Draft Local Plan), which were published for consultation over the period January-March 2019. This work is being linked to planning for new schools and health facilities, working with developers at being pro-active in regeneration and planning. Salford currently has a 5 year supply of land for housing, and this would remain the case under both revised plans.</p> <p>Salford is involved in the preparation of two statutory Development Plans, which together will provide the framework for the spatial growth of the City to 2037.</p> <p>The next consultation version of the GMSF was published January 21<sup>st</sup> 2019, with the consultation ending March 18<sup>th</sup>. Following consideration of the consultation responses, it is intended to publish a Submission version of the GMSF for consultation Summer 2019, and it will be this version of the document, with its evidence base, that will be considered at a Public Examination in 2020. Adoption of the GMSF is anticipated in 2021.</p> <p>In parallel the next consultation version of Salford's draft Local Plan was published in January 25<sup>th</sup> 2019. Production of the Local Plan at its various stages will follow on from each stage of the GMSF</p>

	process
Information Governance and Cyber Risks	<p>Ongoing development of the information governance framework for the council, supported by an implementation and improvement plan and an assessment from the ICO, is a key focus area of the Senior Information Risk Owner and the Corporate Information Assurance and Risk Group. The implementation of the new European General Data Protection Regulations (GDPR) is an extensive project for the council. The GDPR work has the support of the SIRO and Deputy SIRO, with regular reports via the SIRO briefing and a paper to CMT. The Council has an action plan and working groups to support action tasks identified in the plan.</p> <p>Cyber attack is recognised as a key risk to the Council. We believe that the steps we are taking will further enhance our governance arrangements and are satisfied that these steps will continue to improve the processes in place in line with compliance requirements such as the new European Data Protection Regulations.</p>

The table below sets out the actions raised as significant governance issues identified in the 2018-2019 annual governance statement.

Governance Issue	June 2019
Greater Manchester Devolution and Governance Changes	Following the election of the first directly elected Mayor for Greater Manchester in May 2017, the GM Combined Authority undertook a review of its functions and governance arrangements were updated. Salford continues to play an active role in GM governance arrangements, with the City Mayor, Cabinet members and senior officers representing Salford’s interests across the full range of formal committees and informal support arrangements.
Budget / Savings Programme	In an environment of continued reductions in core government funding, setting the medium/longer term budget has been a challenging process. Over the period 2010/11 to 2018/19 the council will have achieved savings totalling £198m, with a further £39m to be achieved up to 2021/22. In addition, like many councils, during 2018/19 the council has faced significant demand-led pressures in services, in particular adults’ and children’s social care, which are forecast to continue into 2019/20. The council manages its financial position through a monitoring framework that reports budget variances, financial projections, savings progress and action plans through service management teams, lead members, Cabinet and its Overview and Scrutiny Board.
Transform agenda – Shaping Our City	<p>A fresh new approach to how the City Council carries out public sector reform is being undertaken, this is a natural progression from the previous years’ transformation programmes. Key to this reform is embedding an organisational values based approach to working, wrapping true enabling support around whole system re-designs.</p> <p>Ensuring that the council operates as efficiently as possible is crucial in the prevailing economic climate. The council has developed a service transformation programme that is fundamentally redesigning the way in which some services are delivered. A key piece of this work is a digital first customer strategy to support quicker, easier, better access to information and basic transactions which should also free up capacity for those who need more specialist support and deliver significant savings.</p> <p>The council recognises the need to support residents to fully participate in digital activities and has instigated an ambitious programme to enable 8,000 more residents to go online by 2020.</p>
Demographic Changes	Salford has one of the youngest and fastest growing populations in Greater Manchester. It is projected to increase from its current 256,000 people (in 2019) to 290,000 (in 2039) – with a notably higher proportion of young adults (age 20-29) compared to Greater Manchester. Ethnic diversity in Salford is also increasing rapidly. The population of Black and Minority Ethnic (BME) increased from 5% in 2001 to 14% in 2011.

	<p>Services in Salford are reviewed on an ongoing basis to ensure that they meet the changing needs of the city. There has been a very significant increase in the birth rate in Salford. In addition, due to economic growth, there have also been high numbers of people moving into the City. This has impacted significantly on school places and has affected all areas of the city.</p>
Safeguarding	<p>Salford Safeguarding Children Board (SSCB) is a multi-agency statutory board. The SSCB has a range of roles and statutory functions including developing local safeguarding policy and procedures and scrutinising local arrangements.</p> <p>Salford Safeguarding Adults Board (SSAB) is a multi-agency statutory board established with the implementation of the Care Act 2014. It meets quarterly to oversee the effective implementation of safeguarding adults in Salford and to ensure that partners are held to account. Aspects of the board's work also cut across the work of the SSCB and Community Safety Partnership and work is on-going to ensure clear governance and effective work streams for these areas of cross cutting practice.</p> <p>Specific statutory duties are retained following the transfer of functions for Adult Social Care to the Integrated Care Organisation (ICO). A service specification is in place and an Adult Social Care Commissioning Group established, chaired by the Director for Adult Social Care.</p>
Greater Manchester Spatial Framework	<p>Salford has worked with the nine other local authorities in Greater Manchester to develop a new spatial framework. The Greater Manchester Spatial Framework (GMSF) will support the city region to make the most of its town and neighbourhoods and will identify the land Greater Manchester needs to meet demand for housing and business development.</p> <p>The results of consultations together with updated evidence have informed revised versions of the Revised Draft GMSF and the Revised Draft Local Plan, which were published for consultation over the period January-March 2019. This work is being linked to planning for new schools and health facilities, working with developers at being pro-active in regeneration and planning. Salford currently has a 5 year supply of land for housing, and this would remain the case under both revised plans.</p> <p>It is intended to publish a submission version of the GMSF for consultation Summer 2019, and it will be this version of the document, with its evidence base, that will be considered at a Public Examination in 2020. Adoption of the GMSF is anticipated in 2021. In parallel the next consultation version of Salford's draft Local Plan was published in January 25th 2019, production of the Local Plan at its various stages will follow on from each stage of the GMSF process.</p>

Housing	<p>A review of the City’s Housing Strategy is underway and a consultation on new priorities and objectives will commence in May 2019. Good progress has been made against the Salford Homelessness Strategy 2018-2023 and new governance arrangements have been implemented including a strategic group to ensure that blockages affecting the prevention of homelessness can be addressed effectively. The council actively participates in available funding programmes to enhance the provision of good quality, affordable homes in Salford.</p>
Information Governance and Cyber Risks	<p>Ongoing development of the information governance framework for the council, supported by an implementation and improvement plan and an assessment from the Information Commissioner’s Office, is a key focus area of the Senior Information Risk Owner and the Corporate Information Assurance and Risk Group. Embedding the European General Data Protection Regulations (GDPR) has the support of the SIRO and Deputy SIRO, with regular reports via the SIRO briefings. Work to ensure the council remains compliant with data protection legislation is ongoing, with the IG team providing advice and support to business areas.</p> <p>Cyber attack is recognised as a key risk to the council. We believe that the steps we are taking will further enhance our governance arrangements and are satisfied that these steps will continue to improve the processes in place in line with compliance requirements in the European Data Protection Regulations.</p>
Workforce and Skills	<p>The council recognises a key risk around attracting and retaining appropriately skilled staff. The council has a recruitment and retention policy and strategy which fully supports the council’s aims in recruiting more apprentices and supporting people into work. An ongoing review of capacity was undertaken during 2017-18 as part of the council’s transformation programme. The council has a Building Organisational Capability Strategy which aims to ensure we have the skilled motivated, flexible and diverse workforce needed to deliver value for money services that make a difference to our community.</p> <p>Demand for services continues to increase, this is a national issue as demand is rising across the country, and staffing levels are under ongoing review to support the workforce in meeting the ever rising demand for services.</p>