

Appendix C – Annual Governance Statement 2021/22 Action Plan Update

March 2023 follow up.

	Targeted outcome	Sponsor	Activity	Completion date	Delivered	March 2023 Update
1.	To provide a care and support service to adults appropriate to their needs.	ExDir ¹ People	Fairer funding exercise completed with the care market.	Sept 2022	Yes	Complete.
			Updated growth model to improve forecasting and model social care reform impacts.	October 2023	Yes	Completed modelling on number of self-funders.
			Development of joint commissioning arrangements .	Sept 2022	Yes	Areas of joint commissioning agreed, shared brokers, shared 2cic contract, integrated equipment contract currently be revised and further work on managing market prices. Further work currently being scoped.
			Development and delivery of early intervention strategy and the review and redesign of pathways.	Sept 2022	No	Due to be launch draft Sept 2023.
2.	To provide a care and support service to children appropriate to their needs.	ExDir People	Stepping Stones model to be implemented, purchase of new property.	Sept 2022	Yes	Project upscale funding agreed, staff in place, programme went live on 1/4/23.
			Development of a growth model.	March 2023	No	Will be completed by end of June 2023.
			Review of contract and commissioning arrangements for children and adult services.	July 2022	No (some delivered with further work)	Children's commissioners now aligned under one joint commissioning team structure and one joint commissioned delivery group in place. Additional children's commissioning capacity in place, further capacity being recruited to and further work with PWC to inform model and approach. Contract capacity is in current discussion.
3.	To reduce the risks and impact of attacks and have a clear recovery plan in the event of one.	CEO	Ensure all staff and members complete annual training.	April 2022	Partly – yes but not sustainable	Cyber Security and Data Protection Training attainment was 96% in March 2023 slightly above the 95% target. Significant work undertaken during 2022 to ensure target was attained, but approach was unsustainable causing percentages to fall requiring an alternative approach. Council report for Members and revised process for Officers agreed May 2023.
		ExDir Resources	Investment in improved monitoring solutions.	May 2022	Yes	Realtime PowerBI now in place and visible to Exec Team (Priority focussed Dashboards and screens in Exec Room).

¹ Executive Director

	Targeted outcome	Sponsor	Activity	Completion date	Delivered	March 2023 Update
			Achieve external accreditation e.g. Cyber Essentials Plus.	March 2023	No	Has not been progressed although prioritised Officer and Member training and improved cyber security resilience were undertaken following two 'White Hat' attacks. There is the potential that cyber essentials plus will be replaced by a cyber assurance framework which will remove some of the shortcomings of cyber essentials plus and enable implementation it in an organisation like the council. The ICT service plan includes "Cyber Essentials is mandatory for Central Civil Government contracts that handle personal information of any UK citizens, government employees, ministers, and advisors, or deliver IT products or services designed to store, process or transfer data at an official level. It is therefore feasible that Cyber Essentials, ISO27001 or a Cyber Security Standard could become mandatory in the future for Shropshire Council."
4.	To keep children safe.	ExDir People	Monitor impact of the change of mental health provision.	July 2022	Yes	Work is ongoing with provider of Childrens Mental Health Services, co-work with Senior Leads has taken place in 2022/2023 to improve service interface, attendance at Contract performance management meetings by the LA supports understanding of changes and challenges. More improvement impact yet to be seen.
5.	To ensure that all stakeholders are safely recovered from the impact of Covid.	Chief Executive/ Head of the Paid Service	Managing the displacement of staff responding to the pressures from Covid.	June 2022	Yes	Complete.
6.	To reduce and mitigate the impact of increased demands on Council Services from the impact of climate change and therefore to life.	ExDir Place	Replace street light lanterns with energy efficient LED.	March 2021	No	8,500 lanterns have been replaced with the newer LED type by end of March 2023. Kier have increased resources on-street to accelerate the programme for completion by end of October 2023 ahead of the March 2024 deadline.
			Fit electric vehicle chargers at park and ride sites; Council buildings and car park sites.	May 2023	Yes	15 No. Electric Vehicle Charge Points (EVCP) have been installed at the following SC depots: - Whittington x 4 EVCP Longden Rd x 8 EVCP Craven Arms x 3 EVCP
				March 2022	Yes	25 No. EVCP installed in car parks Countywide as part of a BEIS (100% grant funded) consortium trial project with Connected Kerb, Samsung and Octopus Energy
				September 2022	Yes	2022/23 25 No. EVCP installed through the OLEV (75% grant funded) projects in car parks Countywide.
March 2024	No	2022 Successful bid for ORCS grant funding of £902k (60% grant fund) to install a further 270 EVCP Countywide currently ongoing.				
March 2025	No	2023 LEVI Capability grant provisional allocation of £65k (Revenue) 2023/24.				

	Targeted outcome	Sponsor	Activity	Completion date	Delivered	March 2023 Update
				March 2025	No	<p>The award is to provide Officer support for all EVCP roll outs. New Officer role to be filled A.S.A.P for an initial period of 18 months.</p> <p>This is dependent on a successful application to the DfT in May 2023.</p> <p>2023 LEVI grant provisional allocation of £2m (Capital) and an additional £296k (Revenue) Capability funding 2023/25. This could cover the installation of between 250-300 new EVCP including Rapid Chargers Countywide.</p> <p>This is dependent on a successful application to the DfT in May 2023.</p>
			Delivery of scheme assisting staff to reduce their carbon footprint.	December 2023	No	Officers are appraising a scheme involving affordable staff loans for home solar and energy storage which shall be considered in Autumn 2023.
			Establishment of Carbon credits opportunities for carbon reduction.	September 2022	No	The opportunity for carbon credit trading will be tested via the Pyrolysis project that is being brought forward to full council in July 2023.
			Procurement updates for carbon performance improvements.	December 2022	Yes	Consultants CO2 Analysis have been commissioned to undertake detailed carbon modelling of the indirect emissions which are generated by the goods and services which we buy-in and commission. These are now the source of most of the Council's carbon footprint (see above) and the modelling will provide contract commissioners and senior managers with data at a service level to help them work with suppliers to measure and reduce future emissions.
			Feasibility study - capturing waste heat project.	June 2022	Yes	Consultants Ramboll have now completed a detailed Heat Network Study which examines how we can best capture and distribute the waste heat from the Battlefield ERF and pipe this to nearby industrial users or community buildings.
			EV promotional event.	September 2022	Yes	Delivered in September 2022.
			Environmental performance design for SC new buildings - e.g. Pool and Pride Hill.	December 2022	Yes	All new buildings are being commissioned to have the highest practical environmental performance. The new swimming pools are being designed to Breeam Excellent standard and the emerging development briefs for projects within Riverside are also following that standard.
7.	Deliver Projects that achieve savings targets and brings in sustainable income for the Council whilst maintaining a healthy commercial portfolio.	ExDir Place	Refocus programme manager to work with P3M Community of Practice to develop standards to improve selections and deliverability of projects and achieve savings targets.	November 2022	No	Structure of a corporate programme management office has been agreed and funding identified. The recruitment of project managers to lead the delivery of the capital programme is underway with interviews due to take place and appointments made during May/June 2023.
8.	A balanced budget is delivered.	ExDir Resources	Tactical budget proposals taken forward.	July 2022 to February 2023	Yes	Tactic Budget proposals delivered and implemented, but financial landscape changed significantly with inflation levels and impact on pay and contractual obligations for 2023/24. Balanced budget agreed by Council March 2023 had £51m spending reductions, compared to £24m as originally estimated for tactical budget proposals.

	Targeted outcome	Sponsor	Activity	Completion date	Delivered	March 2023 Update
			Lobbying of Government for certainty over funding.	July 2022	Yes	Significant work undertaken over summer/Autumn 2022 (three peer reviews, Commission work, groundwork for procurement of strategic partner) resulting in revised narrative and reducing reliance on unilateral lobbying of government. Working with regional and national partners LG Settlement produced increased funding for Shropshire, but still required £51m spending reductions. Coordinated lobbying across the sector will continue.
9.	Staff are healthy and happy.	ExDir Resources	Analysis of mental health and well-being of staff absence data and dashboard development.	April 2022	Yes	Staff wellbeing focus from top of organisation – On regular agendas for Executive Team meetings, cross-organisational New Ways of Working Group, Employees Joint Consultative Committee, reflected in Strategic Risks. Focus of Getting Leadership Right programme, providing tools to managers. Improved Personal Development Plan process rolled out from April 2023.
			Management training provision; Trauma resilience; Mental Health awareness and resilience.	June 2022	Yes	Staff wellbeing focus from top of organisation – On regular agendas for Executive Team meetings, cross-organisational New Ways of Working Group, Employees Joint Consultative Committee, reflected in Strategic Risks. Focus of Getting Leadership Right programme, providing tools to managers. Improved Personal Development Plan process rolled out from April 2023. Access to Work Metal Health Programme and line manager mental health awareness and resilience training completed.
10.	Adults are safe.	ExDir People	Monitor performance of service against delivery plans.	September 2022	Yes	Almost all areas have operating dashboards and Power BI's to support performance monitoring. Those that do not are very near completion. Clear targets have been set in relation to waiting lists and performance clinics are in place to monitor.
			Reconfiguration of the CAMH ² s for young people underway.	December 2022	Yes	This is a health service; we continue to work partners with some young people up to 25 most of them, certainly newly identified young people are referred into mental health services as appropriate for their needs.
			Broadening capacity in START team.	December 2022	Yes	A recruitment campaign is underway to recruit 30 new workers to the START team to increase capacity. Interviews are in progress but in the interim we have recruited agency support to enable an increase in capacity. As new starters are recruited, the agency support will be removed.
11.	Establishment of robust co-produced Health and Care system to deliver the desired outcomes.	ExDir Health, Wellbeing and Prevention, Public Health and General Management	Advice sought, consultation undertaken on governance processes and training provided to members and officers.	June 2022 September 2022	Yes	This specific activity outlined has been complete (see below) but further work is to be undertaken in this area as the system evolves and the establishment of a robust and co-produced health and care system delivering improved outcomes must continue to be a targeted outcome for our population. Specific activity included additional capacity brought in for scrutiny and legal advice to ensure the impact of the changed health legislation on the role local authority in the ICS. Training sessions were run for all members on the ICS in July 2022. Updates on specific health topics to members and officers as required including through key committees. Activity 2023 Impact of health and care system and failure not to deliver desired outcomes has been highlighted in other strategic risks further actions have been identified within this including: influence the governance of the new ICS to ensure all partners are equal within the system, the importance of

	Targeted outcome	Sponsor	Activity	Completion date	Delivered	March 2023 Update
						the role of overview and scrutiny and ICP in oversight of delivery of desired outcomes, external advice on impact and opportunities.
			Shift of funding to communities.	September 2022	No This is ongoing	ICP Strategy, Health & Wellbeing Board Strategy and SHIPP Board seeking to prioritise key of the issues including the importance of communities. Funding for the sector has been highlighted as an issue. Activity 2023 Shropshire prevention strategy to highlight the role of communities in delivery of better outcomes and key actions. Increase delegation of responsibilities to place to allow more local leadership. Continue to build evidence in JSNA to reflect community level needs.