



Assurance

Customer and Support Services Service Plan 2017 - 2018

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Foreword

Welcome to our first Assurance Service Plan. This plan clearly sets out what we are aiming to do over the next year. It will explain how we are structured and the resources we have available. It provides an overview of what shapes our service and tells you what we want to do, why and how we will do it.



Cath Robinson
Strategic Director
Customer and Support Services



Richard Williams
Service Director
Assurance



Adam Paynter
Portfolio Holder for Resources

Service Director's Introduction



Welcome to the Service Plan for Assurance. We have had a very challenging year and I am extremely grateful for all the individual effort and sacrifice. Cornwall Council faces further significant change over the next two years. By the end of March 2019 the Council has to save £196m, nearly one-third of the Council's net budget. This Plan specifically covers the next financial year and you will see that many of our priorities and objectives are aimed at delivering the "Outcomes" required in the Council's Business Plan. We need to ensure our planning is aligned in this way and that we have the right resources in place in terms of people, finance and supporting infrastructure. You will see that, in this Plan, there are a wide range of factors which will influence our business approach.

- We will need to play our part in the devolution of power, both from central Government to Cornwall Council and from Cornwall Council to local communities.
- We will change the way we provide our services to deliver corporate priorities successfully with reduced resources. A key part will be balancing capacity with the need to respond to emerging issues.

This Plan will be regularly reviewed in order to take account of emerging priorities and objectives as the year progresses. The Senior Leadership Team (SLT) will conduct reviews monthly and quarterly and provide feedback on performance via the Council performance management tool (Sparnet). Reports from this tool will be provided where appropriate to the Corporate Leadership Team (CLT), Directorate Leadership Team (DLT) and our own SLT. Performance information will be appropriately cascaded to staff.

Our Service Plan is based on the Corporate Outcomes derived from extensive consultation across Cornwall and which focus on the 8 strategic themes outlined in "Our Strategy to create a sustainable Cornwall".



Our Values echo those of the Council; **Championing Cornwall**, with elected Members working with partners and communities to improve local wellbeing; **Being ambitious for Cornwall**, spearheading social and economic change as well as protecting and supporting the most vulnerable and; **Creating a leaner, more resourceful organisation** that delivers essential Council services in the most efficient and effective way.

This Service Plan represents a new approach to the way we deliver our services. We have endeavored to create a Plan which is an everyday manual for what we need to do. It is expected that by the end of the period

of this Plan it will have been well-thumbed and will have changed as new priorities emerge. We hope it will be valuable for everyone in the Service and will be critical in setting team and PDS objectives.

On a personal note, it has been a real privilege to be your Head of Service and I look forward to beginning the task of delivering the significant challenges we face together.

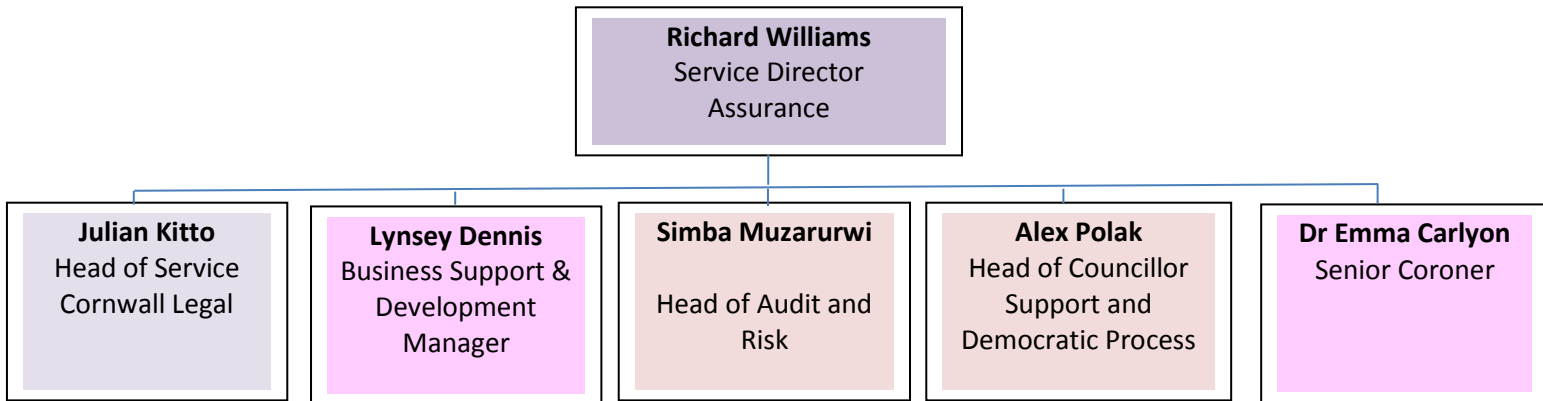
Although the Service Director baton will be passed to someone else in the summer, I am confident that with such a diverse, professional and consistently excellent team of staff, the Service is in safe and dedicated hands and the future is very bright!

I commend this Plan to you and look forward to making its objectives a reality.

A handwritten signature in black ink, appearing to read "P. Smith".

How we are structured

Assurance is at the democratic heart of the Council, supporting Members, officers and the public. The Service delivers all the Council's specialist legal advice and support and is responsible for overseeing and implementing the democratic processes of the authority as well as providing audit services, electoral services and corporate and information governance advice and support. Though discrete, the Coronial function is also an imperative part of the Service.



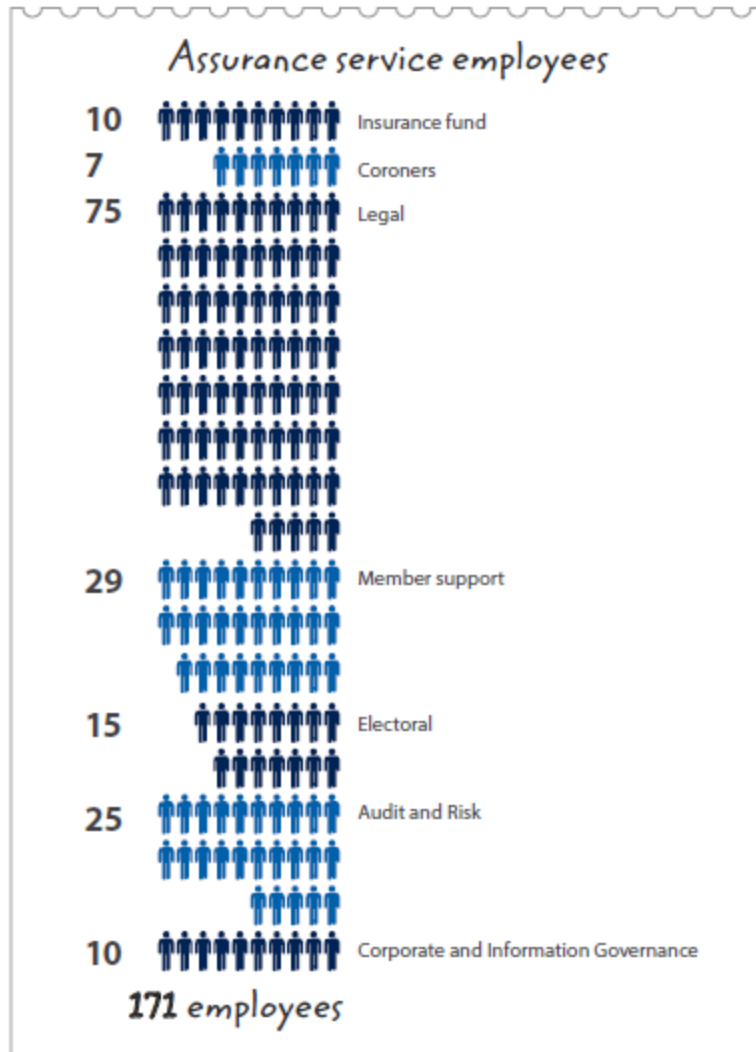
Our Vision

'First class services provided by professional and valued officers who inspire confidence and embrace change to enable the Council to realise its vision for Cornwall'

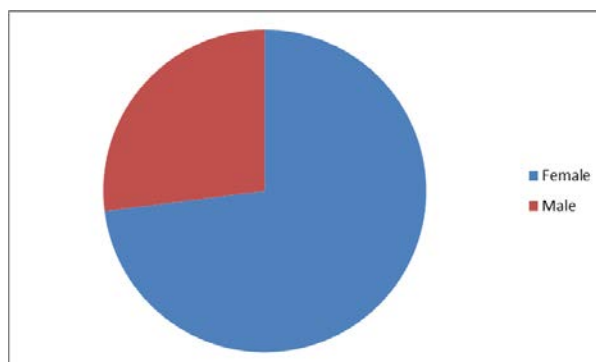
Our Resources

The Assurance Service supports both internal and external clients through a number of professional functional areas; Audit, Risk and Insurance, Legal, Corporate Information Governance, Member Support, Electoral and Coroners Services.

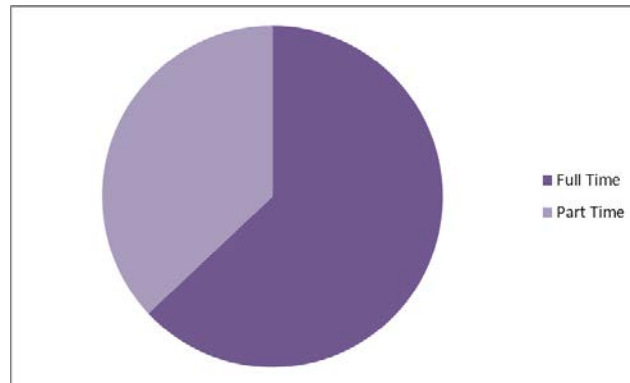
The Assurance Service employs a headcount of 171 employees (143 FTE)



73% of our workforce is female and 27% are male.



63% of employees are in full time employment and 37% in part-time employment.

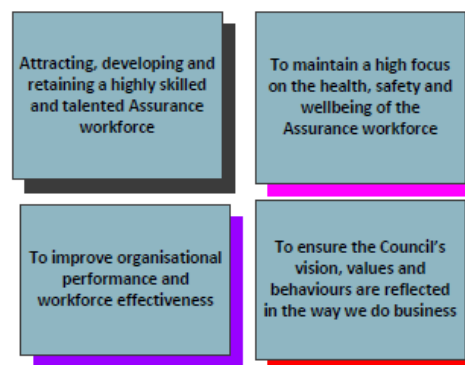


With the support of HR we want to create “a leaner, more resourceful service, with a highly engaged, skilled and flexible workforce”. The Senior Leadership Team is trying to create a vibrant workplace which inspires everyone to reach their full potential and to make a positive difference to the lives of people living, working and wishing to develop a career in Cornwall.

We want to recognise and value our employees’ effort, initiative and creativity. We want a workplace where we all welcome change and diversity, accept personal responsibility, expect positive challenge and support in equal measure and, above all, are proud of what we do and where we work.

Our focus will be to develop and implement a number of workforce initiatives that improve the capability, capacity and diversity of the workforce whilst driving incremental increases in employee engagement and productivity.

Below are a set of organisational development interventions HR have helped us establish including:



Intervention 1: Attract, Develop and Retain

We will:

- ✓ Embed a workforce planning and development framework across Assurance focussed on improving the talent potential within our workforce.
- ✓ Identify and implement a workforce development plan for Assurance
- ✓ Increase our service resilience in areas of greatest need
- ✓ Develop and improve our leadership capability
- ✓ Design and implement a comprehensive management development programme for current and future managers.
- ✓ Identify an overarching training plan for our Assurance workforce

Intervention 2: Alignment of Behaviours with the Council's stated Values and Principles

We will:

- ✓ Encourage leaders and managers to actively role model the positive behaviours that we are seeking to encourage through our Personal Development System
- ✓ Monitor workforce behaviours across Assurance and take appropriate action to improve the way we do things

Intervention 3: Performance Management and Workforce Effectiveness

We will:

- ✓ Seek to continue to improve workforce engagement
- ✓ Review the staff engagement forum
- ✓ Implement a staff engagement action plan
- ✓ Ensure the Staff Voice Forum is representative of all the arms of the service
- ✓ Implement the Council's revised PDS and CRP

Intervention 4: Workforce Health, Safety and Wellbeing

We will:

- ✓ Continue to improve the Health Safety & Wellbeing of our workforce through implementing a Health and Safety Action Plan to meet the needs of the service in 2017/18.
- ✓ Identify and promote initiatives aimed at encouraging employee wellbeing

Finance

The total budget for the Assurance Service is £9.300m. The allocation across teams that make up the service is shown below.

- Insurance - £0.000m
- Legal Services - £2.440m
- Democratic - £3.355m
- Electoral Services - £0.910m
- Audit Team - £0.931m
- Corporate Governance & Information management - £0.384m
- Coroner's service - £1.280m

Below is how the budget is made up. Please note that these extracts change monthly depending on savings and income achieved.

Cornwall Council Budget Book 2017/18

Assurance

	Original Budget 2017/18 £m
Employee Costs	7.686
Premises Costs	0.018
Transport Costs	0.245
Supplies & Services	10.734
Third Party Payments	0.000
Transfer Payments	0.000
Internal Recharges	1.652
Gross Expenditure	20.335
Government Grants	0.000
Other Grants, Reimbursements and Contributions	(1.539)
Customer and Client Receipts	(0.528)
Internal Recharges	(7.798)
Total Income	(9.865)
Interest Payable and Similar Charges	(0.270)
Movement In Reserves Statement	(0.900)
Net Expenditure	9.300

Sub Service Analysis

The Assurance service can be broken down over the following sub services:

	£m
Insurance Fund	0.000
Legal Services	2.440
Democratic Services	3.355
Electoral Services	0.910
Audit Team	0.931
Corporate Governance & Information Management	0.388
Coroners Service	1.280
Head of Governance and Information	(0.004)
Total Assurance	9.300

Where are we now

Assurance

Richard Williams

Service Director – Assurance

As the Service Director of Assurance and Monitoring Officer I am responsible for ensuring that the Service delivers effectively in each of our core functional areas and that the Council’s decisions are not tainted by any suggestion of illegality or impropriety. We need to be robust in our advice and challenge in respect of client requirements but our overall aim is to help the Council to deliver on its promises to residents in the most smooth and efficient way.



A key aspect of my role is to work with the SLT (as shown in the structure above) to oversee strategic planning and operational delivery of Service prioritise. We have 2 meetings each month; one to focus on key strategic topics and the other to review our performance and risk in the context of our day to day responsibilities.

Over the next year we will see huge change. We have to live with change all the time but even in the context of recent years, 2017/18 will be unrelenting! We will welcome, induct and embed a new administration and the elections, based on previous evidence, will see about a third of Members returned being new to the Council. The Support Services Initiative will gather pace as we look at the most efficient ways of service delivery across the whole of the new Directorate and explore income generation initiatives which will be critical to our savings targets. The Governance Review and implementation of the Positive Governance Strategy will continue and be fundamental to what we do, as the way Cornwall governs itself – never mind the Council – will be in the spotlight and there will be a particular focus on locality working. Our budget savings targets remain challenging. Although the budget for Member allowances is fixed and outside our control to influence, it still remains part of the whole from which the 30% target was set back in September 2014. The Electoral Review will be high on the agenda as Members will barely have had time to celebrate their electoral success before having to review the size and shape of their divisions in preparation for the next elections in 2021. Alongside all of this, we must continue with the day job – providing legal, audit and governance support to health and social care integration, the Council’s house building initiative and CORSERV and its constituent companies.... to name but three! Who knows? We might even have a spaceport on the horizon!

We will do this by being diligent, resilient and collaborative. It is not enough to work hard – we have to work in a smart way, focusing on the Council’s priorities and making sure that our energies go into what matters. Managers will support you if and when the going gets tough but everyone is needed and we won’t have a successful year if people hide or don’t care. Along the way, we’ll find time to laugh, share experiences and raise money for those less fortunate than ourselves. We all have our individual jobs to do but the Assurance Service needs to operate as a collective team – helping each other and always putting the overall Council priorities first. It promises to be another rollercoaster year but I’d rather be on the rollercoaster than watching from the side!

Cornwall Legal

Julian Kitto

Head of Service – Cornwall Legal

As the Council’s specialist in-house legal team, Cornwall Legal is committed to providing exceptional client service, high quality legal support across the full range of the Council’s work and



excellent value for money. Our understanding of the Council's ambitions, the pace of change and the challenges we face, means that our lawyers really understand the context of their advice and the importance of ensuring it is timely, clearly presented and commercially focused.

Our 74 staff consists of expert lawyers, experienced advocates and effective finance and administrative support staff. Our four specialist teams outlined below are managed by Business Partners who are responsible for client relationship management;

- Commercial & Employment
- Property & Highways
- Planning & Regulatory
- Social Care

We enable and support the Council to deliver the most effective and efficient services to the people of Cornwall. We do this by;

- Focusing on the Council's priorities;
- Exploring new legal powers and advising on the Council's statutory duties and regulatory requirements;
- Working with clients, Members, partners and stakeholders to shape and develop innovative public services.

In addition to the Council's Directorates, we provide legal support to the Council's group of companies and a variety of other public sector clients including, schools, academies, town and parish councils, the Council of the Isles of Scilly and Devon & Somerset Fire and Rescue Service.

Over the next year we will continue to provide comprehensive and client focused advice to the Council to support the delivery of the Business Plan and statutory functions. In addition, we will continue to be ambitious by developing the Cornwall Legal brand and extending our public sector client base to generate external income in line with the Medium Term Financial Plan.

We will do this by:

- **Implementing measures to better manage our workloads, resources and generate capacity:** Implementing the Consumption Model as a pilot from 1 April 2017 and continuing to develop resource planning and prioritisation arrangements;
- **Investing in our people:** Developing and implementing workforce initiatives to support employee wellbeing and personal development;
- **Building management capability & resilience:** Improving our strategic leadership capability by developing our management team;
- **Utilising modern technology to improve our case management system and processes:** Procuring a case management solution to meet our business needs for implementation in early 2018;
- **Expanding our client base and generating income:** Continuing to develop our sector led approach to marketing via our website and social media as well as tendering to provide legal support to external clients as appropriate.

Councillor Support and Democratic Process

Alex Polak

Head of Councillor Support and Democratic Process

This is a new role and is currently the subject of a recruitment process.

The role largely reflects the previous role of Assistant Head of Governance and Information (Corporate Governance and Audit). The main differences are that Internal Audit and Risk are now a separate functional area within the Service and there is a greater emphasis on the post-holder co-ordinating Member and senior

management decision-making work within the Council and with its wholly-owned companies and partner stakeholders throughout Cornwall.

As already stated, the priorities for officers within this functional area are to:-

- Deliver legally robust and effective unitary elections in May
- To induct and embed the new Membership into the priorities and governance arrangements of Cornwall Council
- To support the Council in forming a new administration and Cabinet
- To press ahead with implementing agreed internal governance challenges for the Council whilst developing other important changes such as locality working
- To review the effectiveness and relevance of the Constitution
- To continue with the work of the Electoral Review
- To support the Isle of Scilly Council through its democratic change
- To review corporate and information governance strategies and procedures in line with the wider governance and IT changes

The services provided are:

- Corporate and Information Governance
- Electoral Services
- Member support

Audit and Risk

Simba Muzarurwi

Head of Internal Audit, Risk and Insurance

As Chief Audit Executive I am responsible for the day to day running of Audit and Risk Services for the Council. The strategic mission for the Audit and Risk Service is to enhance and protect the Council and its associated entities' value by providing risk based and objective assurance, advice and insight. This is achieved by providing an innovative and value for money advisory, assurance, risk management and investigation service that improves the effectiveness of the Council's risk management, control and governance processes and contributes to the achievement of the Council's objectives. The delivery of the service is governed by professional standards and is consistent with the prescribed audit framework.

Over the next year we will provide independent, objective assurance and consulting risk and audit services that add value and help the Council to improve its business operations and accomplish its objectives.

We will achieve this by:

- Successfully delivering the agreed risk based internal audit, counter fraud and housing tenancy fraud annual plans that are aligned to the Council's priorities and objectives.
- Leading and driving the embedding of enterprise risk management across the Council through the development and provision of quality risk management frameworks, training, support and guidance to Members and staff.
- Robustly investigating all cases of suspected fraud and enhancing arrangements for raising fraud awareness within the Council and other stakeholders.
- Proactively managing the digital investigative service demands to meet the needs of the Council and maximising the capabilities within the digital forensic facilities.
- Implementing a new client engagement model and reporting structure that is consistent with the emerging organisational structure
- Upgrading the internal audit and fraud management systems to improve process efficiency

- Developing our staff by supporting their continuous professional development activities and providing additional training as identified by the skills audit.

The services provided are:

- Audit
- Risk
- Insurance

Coroners

Dr Emma Carlyon
Senior Coroner



As the Senior Coroner for Cornwall, I am responsible for determining the circumstances surrounding certain types of deaths, and to inquire and investigate to establish certain facts. These are, in basic terms – who, when, where and how. The Coroner will establish:

- Who – the identity of the deceased
- When – when the death occurred
- Where – the location of the death
- How – the cause and circumstances of the death

Our service provides cover for the whole of Cornwall and the Isles of Scilly.

Over the next year our service aims to carry out the following;

- To hold inquests at the earliest possible date, ideally within six months of the report of death in line with the Chief Coroner’s good practice guidance and certainly within twelve months (where there is not an ongoing Police investigation).
- Provide a new Witness Support Service to support families during the inquest.
- Ensure requests and communications from families and professionals are actioned within a timely manner.
- Implement a new case management system to enable processes to be streamlined, assist with joined up working practices with other organisations and to work towards a “paper light” working environment.
- To make full use of video conferencing facilities at inquests to give families and professionals the opportunity to participate without the travelling. This will have cost saving implications for the service.
- Collate and store existing files at a central location to free up working space and to ease and speed up the retrieval of documents.
- Redesign the Coroner’s internet page on the Cornwall Council website to incorporate forthcoming inquest dates and provide practical information to assist families through the bereavement process.

Business Support

Lynsey Dennis
Business Support and Development Manager

As the Business Support and Development Manager I am responsible for the management of our business support staff who provide support to teams within the Assurance Service. The Business Support Team provides PA, Legal Secretary, administrative and clerical support across Legal, Governance and Coroners.



My role covers a number of other areas such as marketing, commercialisation, planning and performance.

Over the next year the team and I will continue to support the staff within the service with efficient, effective and innovative administrative support, providing lean and bespoke information to allow them to do this.

We will do this by ensuring that there is the right resource available to support the Assurance staff; they are trained appropriately to provide the support required; and that they have the correct tools required to do this.

The services provided are:

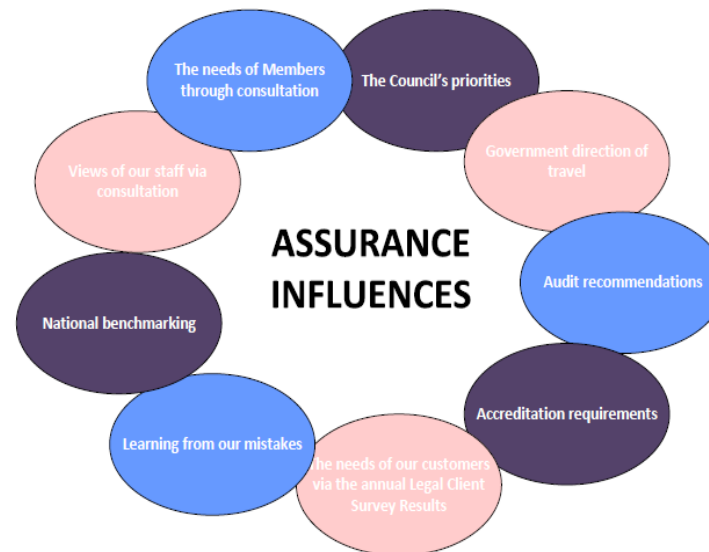
- Legal Secretaries
- Business Support
- Client Services
- Coroners administration

Our Plan

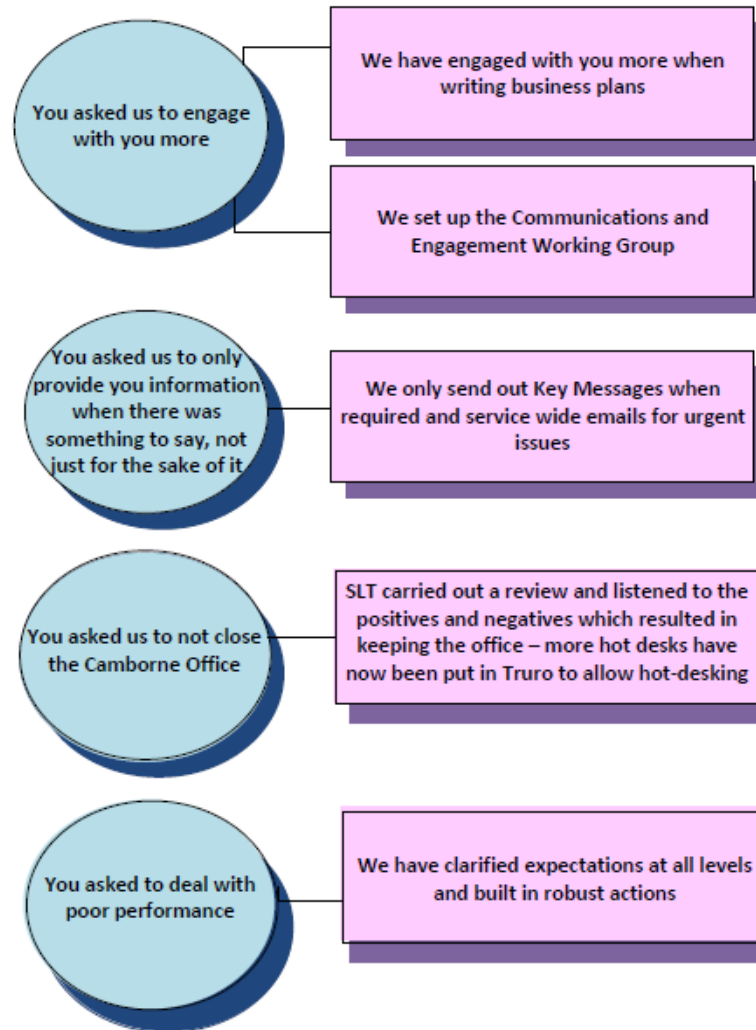
As a service of Cornwall Council we are responsible for a wide range of advice, assurance and compliance related functions within the Council and for Cornwall more widely. We ensure that our Legal, Democratic and Electoral Services within Cornwall are efficiently run and facilitate the successful delivery of all Council functions. Internally, we support the delivery of the Council's Business Plan, by ensuring that we, as an organisation are making well informed, legally compliant decisions that take into account and effectively mitigate risk. We do this by putting in place robust legal and governance structures, including strong reporting, processes and governance roles and responsibilities and by maintaining an intelligent and thorough internal audit function. Externally, we also focus our investigatory skills and capabilities on undertaking the critical function of looking into deaths which are reported to us and which appear to be due to violence, or are unnatural, unexpected or unexplained.

What has influenced our Plan?

We have taken into account a number of influences whilst developing our plan; understanding these influences and how they affect our service delivery has resulted in us being able to set out our service objectives and outcomes. This has allowed us to set stretching performance measures for the coming year.



You said, we did



Where do we want to be and why?

Our plan is underpinned by our vision: '**First class services provided by professional and valued officers who inspire confidence and embrace change to enable the Council to realise its vision for Cornwall**', and the 4 values to which we abide by:



- We are **transforming public services** and ensuring that the Council is fit for purpose now and prepared for the future (Being Efficient, Effective and Innovative).
- We are increasing **public confidence** and trust in the Council through smarter ways of working and greater levels of transparency and accountability to residents and customers (Being Efficient, Effective and Innovative).
- We are the conscience of the Council and will deliver this through promoting the Governance Strategy.

Through reviewing our influences and understanding our risks we have identified a number of objectives and outcomes against our priorities to determine what we want to achieve over the next year. This will also form our delivery plan and is aligned to Cornwall Councils' Strategy Themes to ensure we are delivering against the wider aims of the Council.

How will we get there and what will it look like?

To ensure we achieve what we set out to do in our Service Plan we will on a monthly or quarterly basis review our performance and risk. We will do this through the use of an electronic system which will allow us to record our progress. This performance will be reviewed at our Performance Senior Leadership meetings. Performance will be identified as being Strategic, Critical, Operational or Technical. Any Strategic or Critical performance will be reviewed at Corporate Leadership or Director Leadership Team meetings. Similarly any poor performance issues will be escalated upwards.

Key

Strategic	Yellow
Critical	Blue
Operational	Green
Technical	White

Council Strategy Theme:	Our priorities:	Measured by:
Engaging with our communities	Undertake a Council-wide review into internal operations	<ul style="list-style-type: none"> Implementation of revision to governance structures Supporting the implementation of Governance Review action plan Providing support to the organisation Delivery of Member Induction and Development
Efficient, Effective and Innovative Driving Economy Stewardship of our assets	Provide sustainable, effective and efficient support	<ul style="list-style-type: none"> Usage of consumption model as a tool across support services Provide qualitative data to reflect the use of Assurance Services Implement case management systems to increase efficiency across the Service
Driving Economy	Detailed plans for the delivery of substantial 17/18 & 18/19 budget challenges (operational)	<ul style="list-style-type: none"> Increased savings identified in Assurance Services Income received our services
Efficient, Effective and Innovative	Provide detailed plans regarding our budget	<ul style="list-style-type: none"> Variance against profiled budget Income realised profiled budget
Essentials for Living Engaging with our communities	Prepare for and deliver our Electoral responsibilities	<ul style="list-style-type: none"> All elections/polls delivered on time All elections/polls delivered on budget All elections/polls delivered in accordance to legal

		<ul style="list-style-type: none"> requirements and guidance Review and re-divide Cornwall boundaries in order to achieve electoral equality /balance.
Ambitious Cornwall	Deliver the Electoral Review	<ul style="list-style-type: none"> Boundary Commission for England milestones met
Efficient, Effective and Innovative Partners working together	Provide a comprehensive and value for money advisory and assurance and investigation service	<ul style="list-style-type: none"> Completion of the Annual Audit Plan Completion of the Counter Fraud Plan Completion of the Housing Fraud Plan Implementation of Priority 1 Audit Recommendations Implementation of the risk management and insurance delivery
Efficient, Effective and Innovative Driving Economy Stewardship of our assets	Provide low cost, efficient legal service	<ul style="list-style-type: none"> Implement the consumption model for service users Number of services using the consumption model Income and savings achieved across the service
Efficient, Effective and Innovative	Provide a comprehensive, cohesive, professional service to all parts of the council	<ul style="list-style-type: none"> Number of justified complaints received Customer survey results
Efficient, Effective and Innovative	Provide an efficient and effective Coroners service	<ul style="list-style-type: none"> Reduce the number of complaints received by the service by achieving the Ministry of Justice's charter requirements Implement a new case management system to streamline administrative processes Implement a new witness support facility Increase electronic storage of records

Link to [Performance Definitions Report](#) & [PI Owners and Data collectors](#)

What might stop us?

There are a number of risks that have been captured and recorded on our performance management tool. These risks are reviewed monthly and have actions to mitigate the risk to us. These are reported monthly at our Senior Leadership Team meetings. If any risk becomes greater they are escalated to our Directorate Leadership Team for their view.

2016/17 Team Achievements

Legal Services

Cornwall Legal has ambitious targets of developing its external client base over future years. They have recently agreed to provide legal services to the Council at the Isles of Scilly and have also been successful in securing two new Service Level Agreements to provide legal advice to Multi Academy Trusts (MATs) at Keskowethyans and Pencalenick. Having never secured work for MATs, this represents a significant achievement. Below are some further achievements;

Planning Support: We successfully completed complex planning agreements, supported local plans following public inquiries, land acquisitions, dealt with academy school conversions, reviewed numerous planning agreements, defended planning appeals, defended judicial reviews, the St Ives Neighbourhood Plan, assisted in the delivery of the Truro football club developments and defended the Dean Quarry enforcement actions.

Property and highways

Truro Eastern District: negotiated a development agreement with the Duchy and subsequent lease for a new Park & Ride and Household Waste Recycling site.

Cornwall Land Initiative: a development agreement to promote building more affordable housing in Cornwall by way of a joint venture with a private developer to build residential housing on a number of Council owned sites. The developer takes the risk of obtaining planning permission and the income from the open market sales whilst the Council receives a capital receipt from the land and help towards delivering its affordable housing target. The legal team provided strategic advice to the internal housing client to maximise returns on land value and holding the developer to the commitment to building high quality homes.

A30: following the grant of the Development Consent Order for the duelling of the A30 at Temple in 2015, the legal team have continued to advise on the compensation and land acquisition required to deliver the scheme as well as dealing with objectives by adjoining land owners.

Devolution – the legal team have dealt with the devolution of over 100 public conveniences by lease or freehold transfer to town and parish councils, a number of open spaces and are currently working on the libraries devolution package. The devolution of these sites has required careful consideration of the rules regarding disposal of open space, obtaining best value for land, and the application of the General Disposal Consent for land held for housing purposes.

Multi Transport Hub: a multi-site acquisition involving a number of land owners (including Network Rail) to enhance St Erth train station and improve transport links to West Cornwall.

Highways Agreements – we safeguard the Council's position as highways authority with robust section 38 and section 278 agreements including serving default notices where developers have failed to carry out the work or been dissolved. Whilst working from standard templates the majority of the time, the team are flexible and adapt the documents to fit the specific circumstances of major developments.

The Dispute, Regulatory and Resolution team has substantial experience in providing legal advice and representation for clients in the education sector. They have provided advice on the range of contentious matters regularly encountered, below are a few highlights;

BBC Panorama programme: We successfully negotiated with the BBC to achieve a positive programme regarding the Council's involvement with a nursing home which resulted in minimal reputational damage

Framework care providers: We successfully avoided threatened high profile judicial review proceedings from of the care providers, procurement processes by negotiating and conducting a review

A v Cornwall Council: We successfully applied to have the 3 day High Court trial of this human rights claim held in private to protect the interests of a minor

TV Documentaries: We successfully advised on the filming of Council work and staff – including a positive ITV Fly tipping documentary

Wavehunters: We conducted successful forfeiture proceedings, negotiated the settlement of a claim and counterclaim including negotiation of new lease and assisted the client with public and Member complaints

Schools Support: Assisted a School client to significantly reduce a potential fine following a health and safety breach.

The Social Care Team used its substantial experience in providing high quality legal advice and representation in all aspects of children’s, adults and education related matters. Below are some highlights 2016;

Adults: had a recent success in the Supreme Court with a notable case challenging a determination of the Secretary of State for Health over the ordinary residence of a severely disabled young man. The case saved Cornwall Council an estimated £5 million in past and future care costs.

Successful defence of an application for the lifting of injunctions contained within the transparency order in a Court of Protection case so as to continue to protect family members from identification. The application was made by the one of the parties to the case to effectively enable them to publically criticise Cornwall Council. The application was refused.

Children’s: In 2016, Cornwall Council Children’s Services received an overall rating of “Good” by Ofsted. The report comments that ‘Pre-proceedings work and the use of Public Law Outline are consistently strong and supported by a skilled legal service’.

Successful defence of an appeal by a mother to the Court of Appeal in respect of the making of Care Orders in relation to her 4 children.

Following a 3 days “finding, of fact” hearing, achieving findings against a mother who was found to have poisoned her child and cause life threatening harm.

On the back of the successful OFSTED report for the Council, the Cabinet Member for Children praised the outstanding contribution of the Social Care Team within Legal to that external assessment.

The Electoral Services Team delivers all national and local elections and referenda. This includes Business Improvement District ballots and Neighbourhood Planning Referendums.

- ✓ We have been selected by the Electoral Commission as an authority of good practice for the counting of votes and opening of postal votes.
- ✓ Our Chief Executive has praised Electoral Services for their hard work and resilience in coping with the Police and Crime Commissioner Elections and EU Referendum
- ✓ Successful delivery of the Police & Crime Commissioner Elections
- ✓ Successful delivery of the EU Referendum
- ✓ 176 Town and Parish Vacancies with 23 contested that went to the ballot box - 6 Unitary
- ✓ Delivery of 2 Neighbourhood Plan Referendums
- ✓ We employed and supported 160 household canvassers during October & November
- ✓ We carried out a comprehensive communication programme targeting young people, students and under registered groups. This resulted in gaining an additional 3,400 people registered from under-registered areas e.g. social housing, houses of multiple occupation etc. Overall this campaign assisted in registering and additional 30,455 people

The Information Management team’s aim is to provide a comprehensive service on matters relating to governance and information. The team ensure that the new EU Data Protection Regulations are introduced across the Council as seamlessly as possible, whilst working to provide daily advice on FoI, EIR and SAR requests and at the same time, being the first point of contact for all data protection matters. Here are some achievements from the past year;

- ✓ The Corporate Governance and Information Team supports CSFA with their annual submission and this year they have succeeded in improving compliance with the Information Governance Toolkit from 14% in 2013 to 76% this year.
- ✓ 84 ethical standards complaints processed
- ✓ 24 Business Impact Assessments conducted
- ✓ 102 Security incidents logged and investigated
- ✓ 74 Subject access requests processed
- ✓ All ethical standards procedure policies reviewed and submitted to the Standards Committee
- ✓ The development of e learning for the Members Code of Conduct
- ✓ The development of the ability to allow officers to register gifts and hospitality via meta compliance
- ✓ Re write of the Local Code of Corporate Governance
- ✓ An increase in team income by;
 - Extensive support to Devon and Somerset Fire and Rescue, South Hams and West Devon District Councils on ethical standards matters
 - Support to external bodies on employment investigations
 - Acting for schools and Town and Parish Councils on data protection matters

Internal Audit & Risk

Despite significant resource reduction, we delivered the ambitious 15/16 Audit Plan and significantly exceeded our income target through proactive income generation initiatives. We had three successful prosecutions and eight instances where keys were returned amongst others, which were widely publicised successes within Housing Tenancy Fraud. Our Single Person Discount work identified £118,027 in overpayments and we raised £15,490 in administrative penalties.

Member Support

The Member induction programme has been created and delivered. We supported the governance review and delivered on the priority set in the Governance Review Action Plan. We have also reviewed the quality and content of reports and implementation of decisions in partnership with Audit.

Cabinet Office

Steered the Corporate Forward Plan to its launch.

Civic and Lieutenancy events: We have organised the events to celebrate the County Hall 50th anniversary including a party in the Courtyard; commemorative booklet; art exhibition; reception and for long serving and former members of staff and Councillors

Supported a busy programme of Royal Visits including arranging the official opening of St John's Hall, Penzance by HRH the Duchess of Cornwall following its refurbishment; and supported the Official Opening of Jubilee Pool, Penzance by HRH the Duke of Cornwall following the work to update the pool after the damage in the storms.

Supported the organisation of a service at Bodmin St Petroc's Church to commemorate the 100th anniversary of the Battle of the Somme in the First World War.

Community engagement: We have organised the public sessions for the Governance Review Engagement for Cabinet and supported two Brexit Summits.

Helped to facilitate the open top bus tour and hosted a Civic Reception for the Cornwall Rugby Football Union following their win in the County Championships at Twickenham.

Organised two BEM presentation ceremonies, one in Truro and one in Penzance for recipients, friends and families of those receiving British Empire Medals from The Queen in the New Years and Birthday Honours. Supported and attended 8 individual events for recipients who organised their own community event at which they were presented with their medals.

Chairman's Charity: We have held two tombola fundraising events and supported the 'Jailbreak' event which raised over £2,500 for the charity.

In addition the team took over interim administrative support for the Strategic Transformation Plan

If you would like this information
in another format please contact:

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