

ANNUAL GOVERNANCE STATEMENT 2018/19

Executive Summary

This Annual Governance Statement reports on the effectiveness of our governance arrangements during 2018/19 municipal year. This statement confirms that we have effective arrangements in place. We continually review, streamline and improve our processes to ensure these arrangements remain effective, now and into the future.

This statement is an honest appraisal of our arrangements. It shows that this year we have met our legal and statutory obligations to our residents. The External Auditor has continued to be positive about our arrangements to secure value for money and provided an unqualified opinion on the Council's Statement of Accounts for 2017/18. The 2018/19 External Audit opinion, as is normal accounting practise, is published subsequently to the production of our assessment of governance arrangements for that year.

This Annual Governance Statement report identifies those areas where we can and will do more to ensure that we have effective governance arrangements that enable the organisation to deliver on its promises and to ensure that the public and residents of Bracknell Forest receive high quality, value-for-money services.

A summary of assurance is given for each of the seven principles on which the Statement is based.

An update on the 2017/18 Annual Governance Statement Actions is included as **(Appendix A)**

Work underway or planned to address any governance issues for 2019/20 is set out in an Action Plan **(Appendix B)**

1. SCOPE OF RESPONSIBILITY

- 1.1 Bracknell Forest Borough Council ("The Council") is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that 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.
- 1.2 In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, including arrangements for the management of risk.
- 1.3 The Council has approved and adopted a Code of Corporate Governance which is consistent with the principles of the CIPFA/SOLACE Framework Delivering Good Governance in Local Government. This Statement explains how the Council has complied with the code and also meets the requirements of regulation 6 (1) of the Accounts and Audit Regulations 2015 in relation to the preparation of a statement on internal control

2. THE COUNCIL'S GOVERNANCE FRAMEWORK

- 2.1 The governance framework comprises the systems and processes, culture and values by which the authority is directed and controlled. It underpins its activities through which it accounts to, engages with and leads the community. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the appropriate delivery of services and value for money.

Diagram 1 Overview of Bracknell Forest Council Governance Framework



3. HOW DO WE KNOW OUR GOVERNANCE ARRANGEMENTS ARE WORKING?

Throughout the year, the Council regularly reviews the effectiveness of its governance framework, including its system of internal control. Activity undertaken includes:

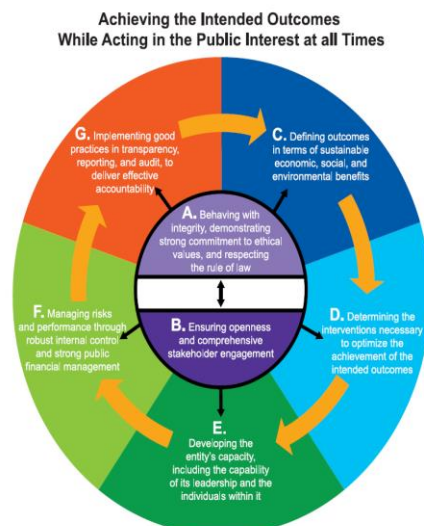
- Consideration of governance issues by the Strategic Risk Management Group on a quarterly basis including health and safety, business continuity and information security risks
- Preparation of a rolling plan of audit coverage to be achieved in the forthcoming year by the Head of Internal Audit, primarily based on an assessment of the Council’s risk profile, and review of the plan by the Strategic Risk Management Group
- Preparation of the annual audit report by the Head of Internal Audit setting out her opinion on the Council’s overall control environment and approval of the report by the Corporate Management Team
- Quarterly updates to the Governance and Audit Committee on the work of Internal Audit
- Consideration of external audit reports by the Governance and Audit Committee
- Annual Standards report by the Borough Solicitor
- The external auditor reviews each year the council’s arrangements for securing economy, efficiency and effectiveness in the use of resources
- A system of performance reporting to the Corporate Management Team, Executive, and the Overview and Scrutiny Committee/Scrutiny panels

4. THE CIPFA GOVERNANCE ASSURANCE FRAMEWORK PRINCIPLES

The CIPFA/SOLACE Framework 2016- Delivering Good Governance in Local Government suggests that this Annual Governance Statement should include a brief description of the key elements of the governance framework that the Council has in place.

- 4.1 There are seven principles and sub-principles of Corporate Governance incorporated within the CIPFA/SOLACE framework and as set out in Diagram 2 below.

Diagram 2. -The seven CIPFA Principles of Good Governance



4.2 Each element of the governance framework is considered in this Statement within the context of the seven CIPFA Principles of Good Governance. An opinion is provided below against each principle on the level of assurance that the governance arrangements can generate

A. Behaving with Integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
Assured ✓
The Council has adopted structures, systems and processes which reflect consistency with high ethical expectations of those in its service, including Members, Officers and outside Partners. A culture of compliance is also embedded with Code breaches, disciplinary issues, data protection infringements and whistleblowing referrals being reviewed, investigated and determined in accordance with defined processes.

4.3 Effective arrangements are in place for the discharge of the Head of Paid Service, Monitoring Officer and Section 151 Officer functions. The Chief Executive (Head of Paid Service) and Director-Finance (Section 151 Officer) are members of the Corporate Management Team and the Borough Solicitor has access to the Corporate Management Team in his role as Monitoring Officer.

4.4 The Governance and Audit Committee is responsible for reinforcing effective governance, particularly through reviewing the activities of the external and internal auditors and the Council’s risk management arrangements. It undertakes the core functions of an audit committee, as identified in CIPFA’s *Audit Committees: Practical Guidance for Local Authorities*. The Internal Audit Plan for 2019/20 was approved by the Committee in March 2019. During 2018/19 the Committee received summary reports on progress on the delivery of the Internal Audit Plan and key outcomes on completed work.

4.5 As required by the Localism Act 2011, the Council has adopted a Code of Conduct for Members. This sets out the standards of behaviour expected of members and is published within the Constitution and on the Council’s website. All members completed the register of interests upon taking office and they receive annual reminders about personal interest declarations. This is also a standing item on all meeting agendas.

4.6 The Committee for Standards in Public Life carried out a review of how the Standards regime has operated nationally and published its findings and recommendations for government in January 2019. The government is expected to consider the recommendations in late 2019 and where it deems appropriate legislate to make changes to the regime. The Monitoring Officer will report to the Governance & Audit Committee in early 2020 should any requirement for change in the Council’s internal Standards Framework arise.

4.7 The Council determined in 2018 to no longer put forward nominations on the Boards of Voluntary Organisations in order to avoid the risk of conflicts of interests arising and to mitigate the risk of Members falling foul of rules relating to personal liability where such entities fall into financial difficulties.

- 4.8 The Council has also put in place other protocols relating to the way in which Members should conduct themselves in carrying out their work as Councillors, notably the Planning Protocol for Members and the Member and Officer Protocol.
- 4.9 The Council has an approved Code of Conduct for Employees together with a number of policies and procedures which regulate how Council officers should discharge their duties. Observance of such policies and procedures by Council employees is ensured through management overview and, if necessary, the disciplinary process.
- 4.10 The Council has an established whistleblowing policy to meet the legal requirements and ensure a route for challenges to processes or actions within the Council where complainants seek the protection of anonymity. Similarly it has a robust corporate complaints procedure in place and has throughout the year dealt with corporate complaints promptly.

B. Ensuring openness and comprehensive stakeholder engagement
Assured ✓
The Council exists to serve its residents and works effectively in partnership with a wide range of stakeholders It has transparent decision making processes

Stakeholders

- 4.11 The Council establishes clear channels of communication with all sections of the community, other stakeholders and local partners, ensuring accountability and encouraging open consultation.
- 4.12 Formal consultation will generally only be undertaken where there is a statutory duty or legitimate expectation, and where there is a service or policy need to do so. Consultations are carried out in accordance with current national Consultation principles guidance . Individual services are required to maintain open channels of communications with relevant stakeholder groups and representative bodies where relevant to service planning.
- 4.13 During 2018/19 the Council continued to engage and consult with local communities and stakeholders in making decisions on changes to services it provides. To ensure access to residents and quality of consultations, the Council utilises an online consultation portal. Some of the key consultations carried out in the last year have been:
- Budget
 - Draft Bracknell Local Plan
 - Parks Survey
 - School admission arrangements 2020/21
 - Warfield Parish Neighbourhood Plan submission
 - Bracknell Town Neighbourhood Plan Submission
 - Hackney Carriage and Private Hire Consultation
 - Town and Country Reader Survey

- 4.14 The Council has approved Public Participation Schemes for its formal meetings. The schemes aim to enhance public engagement and give residents a further opportunity to inform Councillors about the things that concern them.
- 4.15 To increase transparency, make information more readily accessible to the citizen and to hold service providers to account the Council publishes information that it holds on its website. This includes the sets of information required by The Code of Recommended Practice for Local Authorities on Data Transparency (updated 2015).
- 4.16 The Council has a Petitions Scheme describing how petitions from residents will be dealt with by the Council. These enable a petitioner to speak with an Executive member or a committee, or to the Council if prescribed thresholds for signatures are reached. A response is made to each petition, explaining what the Council will or will not do in response.

Decision-making

- 4.17 The Council which meets monthly is the ultimate decision-making body and the principal forum for political debate. It takes decisions on the strategic aims that form the Policy Framework. It also determines the Council's budget following a process of member scrutiny. All Council meetings take place in public.
- 4.18 The Executive takes decisions on most matters of Council policy and service delivery. The non-executive responsibilities of the Council are discharged through its non-executive committees as described in the Scheme of Delegation.
- 4.19 The work of the Executive is supported by the Overview and Scrutiny Commission and three Overview and Scrutiny Panels. The number of panels reduced in 2018 from four due to the Commission deciding to restructure its Panels and combine the Adult Social Care & Housing Panel with the Health Overview and Scrutiny Panel in order to develop a composite view across both areas. The Commission and Panels are comprised of non-Executive Members and review and scrutinise both Executive and non-Executive decisions. In addition to scrutinising such decisions working groups of the Panel conduct in-depth investigations into particular topic areas which result in reports setting out detailed recommendations.
- 4.20 The Council's decision-making processes operate within a framework which presumes and promotes openness. Formal meetings are held in public and executive decisions are published on the Council's website. Agendas and reports for Executive and committee meetings are published at least five clear working days in advance. The use of powers to exempt information from publication or allow a committee to meet in private is minimised, being used when necessary and only after senior officer authorisation.
- 4.21 The Forward Plan describes all significant (key) decisions planned to be taken in the following four months and is published and updated at least monthly. The Constitution also prescribes the rules and constraints around urgent decisions (not notified in the Forward Plan) and the form and content of decision reports.
- 4.22 Communication to the public is via the Council's website, in public meetings and through social media.

C Defining outcomes in terms of sustainable economic, social and

environmental benefits

Assured ✓

The Council has in place clear arrangements to define outcomes and monitor performance. In setting policies and strategies, it has adopted a long-term view about outcomes. The Council Plan was adopted for the 4-year period from 2015-2019 and has strategic themes underpinned by social, economic and environmental objectives. Following the May 2019 Local elections the Council Plan will be refreshed for a further 4 years period to take account of the aims of the incoming administration.

- 4.23 During 2015/16 the Council developed a new Council Plan for 2015-2019 which articulates a new narrative for the organisation to meet the challenges it faced. The Plan sets out six overarching strategic themes which form the vision for the Council. The strategic themes are each underpinned by measures of success and performance indicators. The main ways the strategic themes are communicated are via the Council's public website, intranet, Town and Country magazine (the Council's newspaper for residents) and Chief Executive's Briefings.
- 4.24 The Council Plan was developed after extensive consultation with the community, residents, employees, strategic partners and local businesses in order for the priorities to be consistent with their needs and aspirations.
- 4.25 Measures of success and key actions are cascaded internally through service plans, team business plans and individual performance development reviews. Delivery is monitored through:
- Quarterly Service Reports reviewed by the Executive Members, Chief Executive and the Corporate Management Team.
 - Quarterly Council Plan Overview Reports considered by the Executive.
 - Quarterly Service reports together with the Quarterly Council Plan Overview Report are then considered by the Overview and Scrutiny Commission or by the relevant Overview and Scrutiny Panel for their area.
- 4.26 All these reports are available on the Council's website and intranet. The Council's performance reporting process measures quality of service for users, ensuring services are delivered in accordance with objectives and represent the best value for money.
- 4.27 The Council has recently purchased a product called In Phase as its new corporate performance reporting software. This is intended improve the scope for managers to harvest data for business intelligence purposes as part of their performance monitoring activities.
- 4.28 Partnership groups have agreed joint targets that they monitor quarterly; for example, the Community Safety Partnership. Adult Social Care also produces an Annual Report referred to as the Local Account. Major partnership projects are monitored on a regular basis by the Corporate Management Team, the Executive and the Health and Wellbeing Board.
- 4.29 The Council needs to be confident that it has accurate, complete and timely performance information in order to plan and manage services to the public; ensure good decision-making and to effectively provide feedback and report on the quality of Council services to service users, residents, partners and Government. To ensure

this, the Council has a Data Quality Statement, which is reviewed annually. The Data Quality Statement provides details on how the Council aims to achieve a consistently high level of data quality. The Annual update of the Statement is required for 2019/20

D. Determining the interventions necessary to optimise the achievement of the intended outcomes

Assured ✓

The Council takes decisions on interventions based on its published Council Plan setting outcomes for services and defining actions and targets for achieving them. Proposed interventions are recorded through Directorate Business Plans for ensuring the achievement of intended outcomes within set timescales. More significant interventions through service or organisational transformation are considered and overseen by the Transformation Board chaired by the Chief Executive.

- 4.30 All Directorates establish maintain and monitor Service Plans which set out the actions required to meet the outcomes set by the Council's Plan and the targets measures and milestones used to manage their delivery.
- 4.31 The Performance Dashboard on INSIGHT provides details on progress against the key actions and indicators of the Council Plan.
- 4.32 Decision reports provide the record of all significant decisions to implement service plans and spend and are required to show the intended outcomes, the rationale for the proposal, implications for Council's resources, other options considered and engagement or consultation undertaken.

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

Assured ✓

Officers are expected to have a clear sense of their purpose, roles and responsibilities in line with the Council's vision and the suite of policies and processes which support it. A Member Induction and continuing development system is in place to ensure that all elected members have a similar understanding of their roles and responsibilities when appointed or elected to particular positions within the Council. Officers and members have access to information, guidance and training to enable them to discharge their roles.

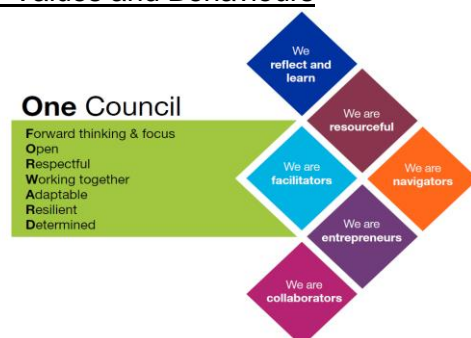
All officers are expected to have their performance monitored and their development needs identified and addressed through the Appraisal Framework within which specific elements exist for Leadership behaviours.

- 4.33 The Council has a comprehensive induction and training process in place for both Members and officers joining the Council.
- 4.34 Its Member Development Programme offers a range of learning and development opportunities including workshops, briefing seminars on specific topics and attendance at conferences. Members are offered 360° feedback to enable them to gain insight from a range of different sources on their performance and identify their personal learning needs. In April 2018 the Council achieved reaccreditation against the Charter+ Standard. Charter+ provides a robust framework which ensures

Members are supported throughout their time on the Council. Member development continues to be an embedded part of the Council’s culture and courses and seminars continue to be well attended.

- 4.35 All levels of management within the Council have a designated role profile and these profiles are accessible via the Council’s intranet (DORIS). Officers are given copies of their roles on appointment and are supported through induction training, their personal development review and supervision in understanding and developing their roles. Internally published HR procedures cover all aspects of performance and procedure to support managers. The Council’s appraisal framework sets out the values and behaviours that officers are expected to demonstrate. These are illustrated in the diagram below.

Diagram 3 - Values and Behaviours



- 4.36 A broad internal training programme of courses is run each year for officers as well as specific professional training and this is supplemented by e-learning opportunities and also less formal learning such as mentoring and work shadowing schemes. In 2019 the Council introduced a Coaching Scheme for staff Compliance with Continuing Professional Development requirements of staff is monitored by individual officers. The Council provides sufficient resources to fund this. As part of the performance appraisal process, each officer is required to identify their learning and development objectives.

F. Managing risks and performance through robust internal control and strong public financial Management
Assured ✓
The Financial Regulations contained in the Constitution set out the rules to ensure robust internal control over the Council’s finances. The system and arrangements for performance management and budget monitoring demonstrate sound internal monitoring and control. The Council has consistently achieved a level of fiscal prudence in recent years notwithstanding the challenging financial climate

- 4.37 The system of internal financial control is based upon a framework of comprehensive financial regulations and procedures which comply with the CIPFA “Good Practice Guide for Financial Regulations in a modern English Council”. Control is maintained through regular management information, management supervision, and a structure of delegation and accountability. External audit of the Council’s accounts is robust

and unqualified assurance has been given. The Council's financial management arrangements conform to the governance requirements of the CIPFA 'Statement on the Role of the Chief Financial Officer in Local Government 2010.'

- 4.38 The Council has in place a robust plan of audit and review. The annual audit plan balances testing areas of concern with the need to do routine health checks. The formation of the plan is undertaken by the Head of Internal Audit, in conjunction with Directors and Executive Directors, thereby ensuring joint ownership of the process while maintaining suitable independence of the Audit function. The results of audits are presented to the senior managers of the service, for them to provide comments on, before they are published. The Head of Internal Audit reports quarterly to the Governance and Audit Committee and Corporate Management Team (CMT) on progress in delivering the audit plan and the outcome of audit reviews. Her reports specifically highlight issues that have led to limited assurances and the actions that have been put in place to monitor and address these. This allows for the actions to be effectively supervised by Departmental Management Teams, strategic themes to be drawn out by CMT and internal audit to focus follow up work in these areas.
- 4.39 The 2018/19 budget was set in a climate of rising demand for services. Throughout the year a process of monitoring the delivery of the necessary savings (transformation and efficiency) was in place, including regular reporting to the Transformation Board chaired by the Chief Executive and to the Executive on progress against savings targets. The Council continued to generate efficiency savings as well as through its transformation programme. It achieved a balanced budget but was dependant on an increase in Council tax and recourse to its reserves. It developed its commercial activities through acquisition of a property investment portfolio based on sound professional advice around appreciation of risk and reward. The Council will be able to keep 75% of its business rate revenue for the second year running in 2019/20 under the Business rates pilot scheme.
- 4.40 Further projects are in the pipeline for 2019/20 as listed below which are designed in part to improve the Council's financial health in the medium term as well as helping it to meet its social, economic and environmental aims as set out in the Council Plan. ;
- Joint venture with private sector partner to develop town centre sites
 - Remediation of London Road landfill site
 - Development of new care facilities at the site of the former Heathlands Care Home
- 4.41 As the financial challenges the Council face continues it is essential that it strengthens its arrangements and continues to implement robust processes for identifying and monitoring savings targets in the immediate future.
- 4.42 The role of the S151 Officer is set out in the constitution with the statutory underpinning of the role emphasised in the scheme of delegation. The postholder has ensured robust oversight of financial propriety. They report directly to the Chief Executive and are involved in all major decision making preparation through membership of the Corporate Leadership Team.
- 4.43 The officer scheme of delegation was reviewed to reflect changes in the senior leadership structure. It is kept under review by the Borough Solicitor. Senior Officers

are required to confirm, and where necessary, revise the effectiveness of the scheme of officer onward delegation to ensure decisions are taken lawfully under the correct authority.

- 4.44 Decisions made by the Council are subject to risk assessments which are made in accordance with the organisation's risk management processes. The Risk Management Strategy which includes the Council's priorities for developing risk management arrangements was reviewed by the Governance and Audit Committee on 27 June 2018.
- 4.45 The Strategic Risk Management Group (SRMG) chaired by the Director of Finance Borough Treasurer meets quarterly and oversees all aspects of risk management at the Council including health and safety, business continuity and information security risks. During 2018/19 the Strategic Risk Register was updated and considered by SRMG on a quarterly basis and reviewed and approved twice by the Corporate Management Team, and twice by the Governance and Audit Committee. Actions to address strategic risks were updated and monitored during 2018/19 and key changes to strategic risks were summarised in the quarterly Corporate Performance Overview Report.
- 4.46 There is a process for recording and monitoring significant operational risks through directorate risk registers that are reviewed on a quarterly basis and these are used to inform the Strategic Risk Register. The Strategic Risk Register includes an overarching risk on major projects and programmes and in addition separate risk registers should be in place for all major projects and programmes although isolated exceptions to this were found by Internal Audit during 2018/19.
- 4.47 Members are engaged in the risk management process through the Governance and Audit Committee's review of the Strategic Risk Register and Member review of the Council Plan Overview Report.

G. Implementing good practices in transparency, reporting and audit, to deliver effective accountability

Assured ✓

The Council has transparent processes in place through publication of the Forward Plan of key decisions, of agendas and reports of its meetings and those of its committees and of its key decision reports on the website. It publicises its pay policy statement in line with legislation as well as expenditure on contracts in excess of £5000 in value and all other expenditure in excess of £500. The Council has robust audit arrangements in place and there is regular audit reporting to the Council's Governance and Audit Committee.

- 4.48 All meetings of the Council and of the committees which discharge executive, non-executive or scrutiny functions take place in public and have their reports and minutes published on the Council's website. Executive Member and Committee decisions, agendas and reports are published on the website and are available to the press and public. This is driven by the publication of the Forward Plan of key decisions. A limited number of reports are considered in private session only when the subject meets the criteria.

- 4.49 Internal Audit provides an independent and objective annual appraisal of key financial systems through routine compliance testing and by undertaking a number of audit reviews within service departments in accordance with the Internal Audit Plan. The Head of Audit and Risk Management develops the Annual Internal Audit Plan which is then delivered by two external contractors and by Royal Borough of Windsor and Maidenhead and Wokingham and Reading Borough Councils' internal audit teams and investigations teams under an agreement made under Section 113 of the Local Government Act 1972.
- 4.50 The Governance and Audit Committee is responsible for reinforcing effective governance, particularly through reviewing the activities of the internal auditors and the Council's risk management arrangements. During 2018/19, the Committee received summary reports on progress on the delivery of the Internal Audit Plan and key outcomes on completed work. The Internal Audit Plan for 2019/20 was approved by the Committee on 27 March 2019
- 4.51 On 31 October 2018 the Council's external auditors issued an unqualified audit report on the Council's accounts for 2017/18.
- 4.52 The Annual Audit Letter for 2017/18 was presented to Governance and Audit Committee on 31 October 2018.
- 4.53 The Key Findings set out in the Audit letter were as follows:-
- The Council's financial statements give a true and fair view of its financial position as at 31 March 2018 and of its expenditure and income for the year then ended.
 - Proper arrangements were in place to secure value for money in the Council's use of resources.
 - Other information published with the financial statements was consistent with the Annual Accounts.

APPENDIX A

PROGRESS ON ADDRESSING GOVERNANCE IMPROVEMENT AREAS FROM 2017/18

Item	Governance Point Raised in Annual Governance Statement	Proposed Action	Owner	Comments/ Implementation Deadline	Update
1.	<u>Implement on-going actions from previous Action Plans</u>	<p>To communicate and raise staff awareness of information management policies and implement a programme of refresher training on information security/data protection for staff and members.</p> <p>Continue to take a proactive approach to counter fraud and whistle blowing, promoting the Council's policies and focussing internal audit activity on areas of high risk.</p>	Data Protection Officer	31 March 2019	Staff training updated in March 2019. Members to receive training in June 2019
			Head of Audit and Risk Management/ Borough Treasurer/ Borough Solicitor	March 2019	Fraud Newsletters now produced regularly. Seven fraud awareness training sessions open to all staff have already held in quarter 4 of 18/19
		Keep Corporate Business Continuity Management	Borough Treasurer and Emergency Planning Officer	Dec 2018	Ongoing

Item	Governance Point Raised in Annual Governance Statement	Proposed Action	Owner	Comments/ Implementation Deadline	Update
		Plan updated and communicate this cross Council			
2.	<u>Undertake review of Councillor Code of Conduct</u>	Review by Standards Framework Working Group of the efficacy of introducing specific requirements in Code of Conduct relating to the use of social media	Borough Solicitor	January 2019	Social Media Training including in Member Development Programme agreed by Member Development Charter Working Group
3.	<u>Preparation for Implementation of General Data Protection Requirement</u>	To undertake a review of current compliance with GDPR and take any remedial steps as necessary (6 month post implementation review)	Data Protection Officer	Dec 2018	Compliance activity undertaken by DPO and IMG against action plan. Update provided to CMT in Dec 18.

APPENDIX B

WHAT ARE THE KEY 2018/19 GOVERNANCE MATTERS IDENTIFIED

	Item	Proposed action	Owner	Implementation deadline
1.	Post election strategic planning to reflect manifesto of incoming administration	Refresh Council Plan and Director Service Plans	Corporate Management Team	31 October 2019-31 January 2020
2.	Review Emergency Planning arrangements	Keep Corporate Business Continuity Management Plan updated and communicate this cross Council	Service Manager- Emergency Planning	31 December 2019
3.	Align corporate risks with manifesto commitments of the new administration as well key corporate objectives arising from revised Council Plan. Directorate risk register aligned with the new structure are developed.	Review Strategic Risk Register Directorate risk registers to be put in place for all directorates reflecting new structure.	Head of Audit and Risk Management Directors	December 2019 September 2019
4.	Whilst the Council has undertaken a review of Information Governance in 2018 to meet the requirements of GDPR further work is required to update Information Governance policies and procedures and embed them into the business as usual culture of the Council	Update Information Governance Procedures Submit 2019/20 NHS Data Security and Protection Toolkit Cross Council Information Asset Register and	Data Protection Officer Data Protection Officer Data Protection Officer	May 2019-March 2020 31 March 2020 By 31 March 2020 or in readiness for SharePoint roll out (whichever is earliest)

		Data retention/disposal schedules to be updated to improve records management regime		
5.	Member Training	Ensure provision of induction training for new Members	Head of Democratic & Registration Services	By 31 July 2019
6	Address common areas of weakness in internal control and ensure issues identified in audit reports are addressed.	Monitoring of actions to address common areas of weakness. Monitoring of all limited assurance audit reports.	Corporate Management Team DMTs	Ongoing

Signed:

Paul Bettison

Timothy Wheadon

**Leader of the Council
June 2019**

**Chief Executive
June 2019**