

DRAFT

Annual Governance Statement 2021/2022

What is the Annual Governance Statement?

Legislation requires local Authorities to prepare and publish the Annual Governance Statement, in order to report publically on the effectiveness of the Council's governance arrangements. The statement provides an overview of the current governance framework and a summary of the review of the effectiveness of Chichester District Council's governance framework for 2021/2022 (which coincides with the annual statement of accounts). The statement communicates significant governance issues that have been identified during the review and sets out how the authority will secure continuous improvement in these areas during the coming year.

What do we mean by Governance?

By governance, we mean the arrangements that are put in place to ensure the intended outcomes for local people are defined and achieved. It comprises the systems and processes, culture and values, by which local government bodies are directed and controlled. Good governance is about making sure the Council does the right things, in the right way for the right people, in a timely inclusive, open honest and accountable manner.

Scope of Responsibility

Chichester District 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. It 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, Chichester District Council is responsible for putting in place proper arrangements for the governance of its affairs, and facilitating the exercise of its functions, which includes arrangements for the management of risk.

About the Council

Chichester District Council comprises 36 Councillors who represent 21 wards across the district. The District Council operates under a Leader and a Cabinet structure with Cabinet Members responsible for individual portfolios.

The Council employs around 564 full and part-time members of staff and provides a range of services to residents. The Head of Paid Services, The Monitoring Officer, The Section 151 Officer and the Electoral Registration and Returning Officer make up the statutory roles within the Council.



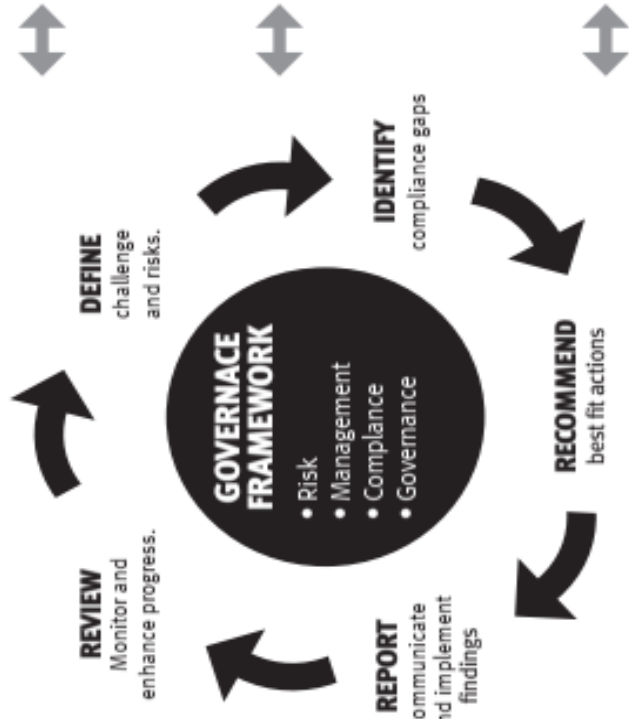
Chichester District Council

GOVERNANCE PRINCIPLES

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

INTERNAL CONTROLS

- Leadership, Culture and Planning**
 - Organisational goals and priorities.
 - Strategic and operational plans.
 - Performance management.
 - Medium term financial strategy.
- Statutory Officers & Decision Making**
 - The Constitution.
 - The Monitoring Officer.
 - Section 151 Officer.
- Policies & Procedures**
 - Codes of conduct.
 - Ways of working.
 - Anti-fraud, Bribery and Corruption Policy.
 - Whistleblowing Policy.
 - HR Policies and procedures.
- People, Knowledge, Finance, Assets**
 - Robust HR practices.
 - Information governance.
 - Performance monitoring and improvement.
 - Financial management and reporting.
 - Ethical and legal practices.
- Scrutiny and Transparency**
 - Task and Finish Groups.
 - Overview and Scrutiny Committees.
 - Freedom of Information requests.
 - Reports and decisions are considered by Legal and Finance staff.
 - Equality impact assessments.
 - Corporate Risk Directory.
- Partnership working.**
 - Annual Review and Report looking at Governance Arrangements.
 - Terms of Reference for partnerships.



REVIEW
Monitor and enhance progress.

REPORT
communicate and implement findings

RECOMMEND
best fit actions

IDENTIFY
compliance gaps

GOVERNANCE FRAMEWORK
• Risk
• Management
• Compliance
• Governance

DEFINE
challenge and risks.

CIPFA/SOLACE Good governance principles and the local code of governance

In 2016 CIPFA/SOLACE issued revised best practice guidance for 'Delivering Good Governance in Local Government'. The framework sets out seven principles that should underpin the governance of each Local Authority. The following sections look at how the Council is held to account for these seven principles.

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

The Constitution

The constitution sets out how the Council operates; the roles and responsibilities of members, officers and the scrutiny and review functions; how decisions are made; and the procedures that are followed to ensure that these are efficient, transparent and accountable to local people.

Head of Paid Services

The role of the Chief Executive, also known as the Head of Paid Services is appointed in accordance with Section 4 of the Local Government and Housing Act 1989 to ensure that all the authority's functions are properly co-ordinated as well as organising staff and appointing appropriate management.

The Monitoring Officer

The Monitoring Officer is a statutory function and ensures that the Council, its officers, and its elected members, maintain the highest standards of conduct in all they do. The Monitoring Officer is assisted when required by appointed deputies. The Monitoring Officer ensures that the Council is compliant with law and regulations, as well as internal policies and procedures. He is also responsible for matters relating to the conduct of Councillors and Officers, and for monitoring and reviewing the operation of the Council's Constitution. The Monitoring Officer for Chichester District Council is Nicholas Bennett, the Divisional Manager Legal & Democratic Services.

Section 151 Officer

Whilst all council members and officers have a general financial responsibility Section 151 of the Local Government Finance Act 1972 specifies that one officer in particular must be responsible for the financial administration of the organisation and that this officer must be CCAB qualified. The Section 151 Officer for Chichester is John Ward, the Director of Corporate Services.

Codes of Conduct

When joining the Council, members and officers are provided with a contract outlining the terms and conditions of their appointment. All staff must sign a code of

conduct and declare any financial interests, gifts and hospitality on a public register. Additionally, members are expected to declare any interests at the start of every meeting that they attend in accordance with Standing Orders. Members and officers are required to comply with the approved policies.

Anti-Fraud & Corruption Policy

The Council takes fraud, corruption and maladministration very seriously. The culture of the Council sets the foundation for the prevention of fraud and corruption by creating an environment that is based upon openness and honesty in all council activities. The Council's Anti-Fraud and Corruption Policy was last updated April 2018.

Whistleblowing Policy

The Council is committed to high standards of openness and probity and accountability in all of its practices. The policy encourages employees and others to raise serious concerns within the Council rather than ignoring a problem or raising the matters externally. The Policy was last updated in February 2022. Any disclosures should be made in writing to the Council's Monitoring Officer.

Corporate Governance & Audit Committee

The Corporate Governance & Audit Committee has responsibility for reviewing reports that deal with issues that are key to good governance and undertakes the function of an Audit Committee. The committee has an agreed set of terms of reference which sets out their roles and responsibilities of its members. The committee normally meets four times a year and is made up of 8 members from 3 political parties and a local alliance.

B. Ensuring openness and comprehensive stakeholder engagement

Engagement and Communication

It is recognised that people need information about what decisions are being taken locally, and how public money is being spent in order to hold the Council to account for the services they provide.

Consultations

The Council has a number of consultation projects in operation and invite feedback from members of the public on a number of subjects. The Council also operate a Let's Talk Panel which members of the public can sign up to. Each time there is a new survey members of the panel are emailed to see if they would like to participate. The Council promotes the Let's Talk Panel and surveys that are active on social media channels to encourage people to take part.

Complaints

There is a complaints procedure in place for the Council to receive and investigate complaints made about service delivery and against its members or staff. Details of which can be found on the Council's website. Results of complaints investigated together with the report on all complaints dealt with by the Local Government Ombudsman are reported annually to the Corporate Governance and Audit Committee.

Partnership Working

There are 10 strategic level partnerships that the council is involved with to deliver improved outcomes for the residents of the District Council. Some of the partnerships do not have exit strategies in place. This is because we do not lead or manage these partnerships and we are limited in what governance can be put in place, but officers are satisfied with how the partnerships are being run. All Council run partnerships have robust governance in place.

C. Defining outcomes in terms of sustainable, social and environmental benefits

The Council measures its key priorities by a range of performance indicators which are set out within the Corporate Plan and monitored through Pentana, the Council's performance monitoring software. Reports on the progress of these performance indicators are available on the Council's website.

Corporate Governance & Audit Committee (CG&AC), Cabinet and then Council agreed the key financial principles of the 5-year financial strategy, which included continuing to review the Council's costs in order to find further savings or income generation opportunities. As part of the budget process a Task and Finish Group meets once a year to discuss the forthcoming budget, reviewing what is happening in the current year for any impact or opportunities in the new financial year, and any changes in priorities or service demands.

The Council publishes its Annual Statement of Accounts in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) guidelines and International Financial Reporting Standards. As uncertainty continues to surround the current economic and financial climate and in particular public sector spending plans, it is clear that central funding cuts of local councils will continue. The Council is therefore committed to delivering its own services more effectively in the light of these planned reductions.

The Council continues to track national events, quantifying local impact and taking early action to manage the impact. The objective is to put the Council in the best possible position to deal with the financial and other challenges it faces whilst still protecting the most vulnerable members of the community. It is important that the issues and the scale of the financial position are understood, and the Council is

committed to finding solutions and options. The Financial Strategy sets out the current financial position, the challenges and uncertainties faced by the Council, and the principles to be used to address the issues identified and the actions required, whilst adhering to the key financial principles.

The 5-year Financial Model is a medium term forecast of the financial position of the Council at a moment in time, which has been updated to reflect current assumptions; which includes Government funding, council tax projections, as well as projected costs and previous planned efficiencies. It also contains the second of the three-year programme of efficiency savings to be adopted to address the budget deficit as a result of Covid-19 impact, taking into account any changes required from previous assumptions taking into account the achievements against those built into the 2021-22 approved budget.

It was noted that the model reflects a high-level forecast of the potential financial position of the Council over the medium term, using known changes, plus a lot of assumptions using information available at the time of its approval in November each year. Therefore, as we are in a period of a high degree of uncertainty, this makes the strategic forecasting very difficult.

It was necessary to use reserves to help balance the budget in the medium term, whilst the efficiencies and policy options under the Future Services Framework are implemented over the short to medium period. This approach is to take into account that the scale of the reductions will be challenging for officers to implement and adopt into their services, so the process needs to be carefully managed.

The model reflects 75% of the proposed savings and policy options to allow some flexibility in the implementation of the proposals as some are aspirational, relate to income generation opportunities, or are to an extent outside of the Council's direct control. Ultimately being prudent in the model will help to mitigate some of the risk that the required savings will not be realised.

The model will also take in account known cost pressures which the Council has no choice in budgeting for; some of which will impact not only the current year but the budget for 2022-23 and beyond i.e. pay award for 2021-22, higher NI costs along with market premia to address high demand skill shortages (HGV drivers), rising fuel and utility costs.

The Fair Funding Review and the localisation of Business Rates (BR) have again been delayed by the Government with no detail as to when these reviews will impact the local government financial settlement. Expectation is that some of these changes will not occur in this Parliament. The delay in resetting the Baseline for Business Rates continues to be good news, as the Council continues to benefit from the growth achieved so far. The anticipated impact of the Baseline reset is that the Council will retain approximately £1.5m less per annum under this funding regime change. The exact timing of this change is currently unknown; so, it has been assumed in the model that this change may occur from 2023-24. Potentially the provisional local government settlement for 2022-23 announced in December '21 may give an indication of the timing of this change.

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

The Council is responsible for reviewing the effectiveness of its governance framework. The review of the effectiveness is undertaken by the work of the Corporate Management Team (which is the Strategic Leadership Team (SLT) and Divisional Managers) who have responsibility for the development and maintenance of the governance environment. The Internal Audit & Corporate Investigations Manager's annual report and comments made by the External Auditor also adds to the effectiveness of the governance framework at the Council.

The Council adopted a Constitution to ensure it is efficient, transparent and accountable to local people. Some of these processes are required by law; others are based on decisions made by the Council. It is the responsibility of the Council's Monitoring Officer to review the Constitution as and when required to ensure that it continues to operate effectively.

The performance of key projects by exception is undertaken by SLT and Cabinet Members. Financial Monitoring is also undertaken throughout the year and is reported to Members quarterly, and as part of the transparency agenda is available on the Council's website, and where necessary action can be taken where appropriate.

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

Recruitment and Induction

The Council operates a thorough interview and selection process to ensure that Officers are only appointed if they have the right level of skills and experience to effectively fulfil their role. If working with vulnerable adults, they will be subject to an enhanced DBS check prior to appointment. New officers once appointed must attend an induction with HR which cover things such as Staff Handbook, Safeguarding and Health & Safety to name but a few. All members are invited to attend a comprehensive induction training session at the start of their term in office. This would range from general housekeeping issues to Constitutional and Executive Issues to Safeguarding to Finance & Budgets. Where a Councillor is appointed a member of a committee specific training is given relating to that Committee.

Training & Development

Officers are required to complete a number of mandatory e-learning courses including health & safety equalities and diversity and information governance. Compulsory training is provided for members who sit on committees. Other training is available to Councillors through Democratic Services.

Specific Training / Workshops is arranged annually for members of Corporate Governance & Audit Committee to understand the Treasury Management function and strategy. This is delivered mainly by the Council's Treasury advisor, Arlingclose.

F. Managing Risks and performance through robust internal control and strong financial management

Risk Management

The Council has a Risk Management Strategy and Policy. The Strategic Risk Group (SRG) reviews the strategic and programme board and updates risk registers annually and the high scoring organisational risk register bi-annually. The Group's membership is drawn equally from the Cabinet and the Corporate Governance & Audit Committee. The outcomes of the reviews are reported to the Corporate Governance & Audit Committee. The SRG meet twice a year. The Strategic Leadership Team review the register every six months to discuss new and emerging risks.

Performance Management

Projects and performance indicators are set out each year in Service Plans. This process is led by Divisional Managers, with sign off by Directors, Cabinet and Portfolio holders. All content from Service Plans is loaded onto performance management software Pentana, from where it can be monitored and reported on. The Service Planning process allows for review of current projects and performance indicators as well as identification of new ones.

Divisional Managers all have access to reports for their section from Pentana. These show current progress on projects and current performance on performance indicators. Reports are available for monitoring content relevant to the various programme boards and these are reported at their meetings as required.

In addition, reports on certain key performance indicators are generated quarterly from Pentana and published on the Council's website (<http://www.chichester.gov.uk/corporateplan>).

A half- yearly progress report on key projects relevant to the Corporate Plan is also reported from Pentana and taken to Overview and Scrutiny Committee (OSC), generally in November.

The Corporate Improvement Team also puts together the Council's Annual Report – an overview of work on key projects and performance on performance indicators looking back over the previous year and some key items identified for next year. This is reported to Cabinet, annually in July and is informed by content from Pentana, supplemented by information from Services.

The Council publishes the Annual report which details the Council's achievement which can be found on the Council's website (<http://www.chichester.gov.uk/annualreport>).

Financial Management

The S151 Officer is responsible for the delivery of good financial management. This Officer is responsible for ensuring that:

- That public money is safeguarded at all time.
- Budgets are robust and agreed in advance.
- Value for money is provided by services.
- That the finance function is fit for purpose.
- The key financial assumptions and financial risks that the Council face are identified.

The S151 Officer advises on financial matters to both Cabinet and full Council and is involved in ensuring that the authority's strategic objectives are delivered in line with long term financial goals. The S151 Officer together with finance staff ensure that new policies or service proposals are accompanied by a full financial appraisal and are fully funded.

The S151 officer has a statutory duty to report any unlawful financial activity or failure to set or keep to a balanced budget. He also has a number of statutory powers in order to allow this role to be carried out, such as the right to insist that the council makes sufficient financial provision for the cost of Internal Audit.

The council's financial management arrangements conform to the government's requirements of the CIPFA Statement on "The role of the chief financial officer in Local Government (2010)". The Director of Corporate Services (Chief Financial Officer and S151) works with the Chief Executive and CMT helping to develop and implement strategy and deliver the strategic objectives.

The Director of Corporate Services has an input into all major decisions, and advises on financial matters to the Cabinet.

Data Management

Following the introduction of General Data Protection Regulations the council has tested compliance against these regulations. The council has a designated data protection officer (Divisional Manager Democratic Services Nicholas Bennett) and clear and established processes for ensuring data is handled appropriately. There is regular reporting to the Corporate Governance & Audit Committee on matters of information governance.

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

Transparency

The Council and its decisions are open to the residents of the District, service users, partners and its staff. The Council has a number of formal committees these can covers the right of councillors and public to ask questions, also a Committee to look at councillor's conduct.

Transparency can be found in processes that govern how the Council operates and also the formal roles that are held by officers and Councillors.

The Freedom of Information Act (FOI) gives anyone the right to ask information held by a public authority, which includes Chichester District Council, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.

All reports that require a decision are considered by the relevant department with expertise in the particular function, also the Director of Corporate Services and the Divisional Manager Democratic Services including Legal before they are sent to the relevant committee. Equality impact assessments are carried out on all major services, functions, projects and policies in order to understand whether they impact on people who are protected under the Equality Act 2010 in order to influence decision making. An annual Equality Report is produced in July of each year.

Effective Scrutiny

The Council operates a number of Tasks and Finish groups which are established by the Overview and Scrutiny Committee which gives each Group its Terms of Reference. Topics which are chosen to be scrutinised are looked at in depth by a cross party panel of Councillors. They assess how the Council is performing in that particular area and whether improvements can be made, and where a service is being scrutinised whether they are providing the best possible, cost-effective service for people of the District. Cabinet can establish task and finish groups that report to it.

Effectiveness of Governance Arrangements

The Council's governance framework includes decision-making processes that are set out in the Council's Constitution; this is continually being reviewed together with the rules.

Procedures are in place for maintaining and reviewing the effectiveness of the Council's governance arrangements throughout the year, these include the following:

- **Elected Members** – Make decisions in accordance with the Constitution and in accordance with the aims and objectives of the Council.

- **Overview and Scrutiny Committee** – Has the ability to scrutinise decisions made and maintains an overview of Council activities.
- **Standards Committee** – Meet to consider any complaints against Councillors and to review policies and procedures for maintaining high ethical standards.
- **Internal Audit Section** - Has a four year audit plan which is flexible and enables internal audit to respond to changing risks and priorities of the organisation.
- **Corporate Governance & Audit Committee** – Reviews, monitors and scrutinises governance arrangements and finances of the Council, and also discusses the findings of audit reports and any other issues that relate to governance and risk management.
- **Corporate Management Team** – Review and update governance arrangements, identify and review new and emerging risks and review existing risks.
- **Strategic Risk Group** – Regularly reviews, updates and reports on the Risk Registers.
- **Internal Audit Annual Report & Opinion** – This will be presented to the Corporate Governance & Audit Committee on the 17th July 2023 in conjunction with this document which contains an assurance statement regarding internal control.
- **Divisional Manager - Democratic Services (Monitoring Officer)** - Ensures that the Council's operations are carried out lawfully.

Conclusion

Whilst the impact of the War in Ukraine and the rising cost of living has proved challenging for the Council our opinion that Corporate Governance, along with supporting controls and procedures, remain very strong within the Council.

Ref	Governance Issues	Source	Action taken	Responsible Officer	Timescale
1	Southern Gateway Regeneration	Risk Management	<p>Rising inflation is having an impact on the project and updated valuations have been sought.</p> <p>Coast to Capital have agreed an extension to the funding agreement until March 2025 and the outputs to be delivered by March 2027.</p> <p>WSSC have completed the demolition of the school building and are undertaking a feasibility study for the development of the health hub.</p> <p>Stagecoach, design for the relocation site have been produced and pre app advice has been obtained. The traffic consultant has designed the re-provision of the bus stops and Stagecoach have agreed the sites.</p> <p>Traffic safety audits and modelling are being undertaken. The data collection has been completed and the modelling is now being undertaken.</p>	Director of Growth & Place	On-going
2	Financial Resilience	Risk Management	<p>The Council's Financial Strategy and 5 year model have been updated to reflect the current situation in 2022-23 was approved by the Council at their November meeting. The strategy is set against a background of the long term effects of the pandemic, the uncertainty within the economy and the inflationary pressures being experienced. There is also uncertainty regarding future local government funding and the continued delay in the Government's funding review and any significant changes to Business Rates Retention Scheme. The model assumes that changes may occur for 2025-26 in the Business Rates Retention Scheme. Since the impact of the issues experienced from 2020 has meant that the council may have had to use the general fund reserves to set a balanced budget. However, the situation has</p>	Director of Corporate Services	On-going

		<p>changed significantly since setting the budget in March, and now we are forecasting to use around £2m, which are due to those costs that are outside our control plus the council have decided to invest in priority areas. These are generally one-off items and will not impact future year's budgets, amounting to £1.136m. The Financial Strategy currently shows that we have an underlying deficit going forward of about £500,000 per annum. However, there are lots of uncertainties related to the assumptions made. These uncertainties are detailed in the report to Cabinet on 1 November. In summary, if all of the uncertainties go in our favour, we still think we will need to make further savings of around £500,000. However, should any of the significant risks go against us we could easily find ourselves having to find savings running into £1m - £2m. No new policy options were built into this forecast which also assumed a £5 council tax increase based on previous referendum criteria from Government in the financial settlement for local government funding. The strategy predicted a small surplus for 2023 of £99,000. And the budget developed for 2023-24 has a surplus position based on the draft budget of £150,000, where it has been proposed that this sum is allocated for measures to help address the cost-of-living crisis in addition to the £300,000 that Council allocated last year to the "Supporting You" programme. Demonstrating the Council's commitment to protecting those in its community who are most vulnerable. The draft budget including the allocation of the £150,000 surplus was considered at Council in March when setting the council tax for the coming year.</p>		
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			<p>The settlement was better than anticipated in a number of areas:</p> <ul style="list-style-type: none"> • Firstly, a new Funding Guarantee Grant worth £704k • Secondly, the Services Grant which was expected to be withdrawn has been retained but at a reduced level. This is worth £91k. • Rural Services Deliver Grant of £222k up from the £198k previously anticipated. • Finally, there has been another year of New Homes Bonus allocation worth £811k. <p>Looking forward it is unclear if the Funding Guarantee Grant will be awarded again in 2024-25, reduced, or removed altogether. Members will need to bear in mind that while the Financial Strategy predicted a surplus in 2023, it also predicted a deficit position by 2025 and beyond. Also, in the settlement the Council is expected to receive £170k of funding to provide a further round of Council Tax Reduction Support to help those most in need. The budget assumes that the council tax will increase by 2.99% which equates to £5.26 on the council tax Band D average, or just 10 pence per week. The Council continues to offer up to 100% support under the Council's Council Tax Reduction Scheme so the most vulnerable residents will be protected from this increase.</p>		
3	Business Continuity	Risk Management	<p>There are different threats that can create a business continuity incident - this assessment considers the key threats but has to summarise our overall level of risk. Whilst the internal controls are good for business</p>	Director of Planning & Environment	On-going

			<p>continuity management, the risk score remains fairly high as the likelihood of a business interruption is currently more likely with the current issues around the Ukraine conflict and the impacts that has on energy and fuel. For example, there is an increased risk of interruptions to power over the remaining winter period. We are still experiencing a low level of interruption in terms of staff illness at the depot in relation to covid. The majority of CCS staff cannot work from home if suffering from covid. The risk of a concurrent event, e.g. a cyber-attack is again probable. This is because CDC, like many large organisations, continually fights against potential attacks on our IT systems. We have good mitigation against cyber-attacks; however there remains a risk due to the frequency of attempted attacks and the changing nature of cyber threats. Physical mitigation controls against loss of IT or building/s are good and would be 'unlikely' and therefore less of a risk. We have excellent mitigation for the loss of the physical IT infrastructure based at EPH since the commissioning of the off-site server room based at the Westhampnett depot. Should the servers located within EPH fail for any reason then the majority of the council's IT systems can be reinstated within a matter of hours. The threat of losing EPH due to a fire, for example, is no longer deemed significant as resilience is good in terms of staff being able to carry out their work from home. The Westhampnett Depot also provides a location for office-based activities to be relocated to. The Novium and a reciprocal mutual aid arrangement with WSCC provides a location for face to face council business to be conducted, if necessary. The BIA (Business Impact Assessment) continues to be refreshed annually by SLT – the last review took</p>		
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			place on 14 November 2022. BC plans continue to be refreshed on a 6-monthly basis – the last review was completed in October 2022.		
4	Cyber Risk Attack Across ICT Estate	Risk Management	This year we have completed the roll out of Microsoft 365 (for staff) which has introduced enhanced security through the introduction of In Tune and multi factor authentication. We have completed testing and commissioned our new corporate Disaster Recovery Server facility and have had a successful annual IT Health Check. Historically linked to maintaining access to the Public Sector Network (PSN), this annual evaluation is commissioned to cover our entire network. The cyber threat landscape has, since the beginning of this year, been totally transformed by the Eastern European conflict between Russia and Ukraine. The MI5 Security Service threat level is currently at SUBSTANTIAL (an attack is likely) and The National Cyber Security Centre (NCSC) continue to issue weekly advice notices across the Public Sector. Although they maintain that they are not aware of any specific cyber threats to the UK, they are urging organisations to prepare for the long haul. We remain vigilant and are actively monitoring their weekly communications.	Director of Corporate Services	On-going
5	Local Plan	Risk Management	Agreement by Council on 24 January 2023 to publish the Pre-submission plan for consultation and then submit for examination. Consultation closes on 17 March 2023. Following this there will be a need to collate and consider and representations received. Any necessary changes would then be submitted alongside the Pre-submission plan as modifications. Submission is anticipated to be May/June 2023 with examination to follow late	Director of Planning & Environment	On-going

		<p>2023. Following successful examination, adoption is likely to be mid 2024. Good progress has been made in filling key roles within the team. Temporary cover has been used to fill vacant posts that have been hard to recruit to previously, however further efforts are being made to recruit permanently to a vacant planning officer post and a senior neighbourhood planning officer post. As the Local Development Scheme (LDS) timetable has recently been updated the programme as set out in the LDS is on track. Although the Council is now much closer to submission of the Plan for examination, it will remain the position for at least a year that the Council will not have an up-to-date local plan. Additionally, the Council can currently only evidence a 4.7 year housing land supply. So whilst the Council is currently on track to meet the timetable set out in the latest LDS, there remain risks to development outside of the Council's control through application of the 'tilted balance'. Nonetheless, as the Council's new emerging plan progresses it will gain weight in the determination of applications and appeals. A current consultation on changes to the National Planning Policy Framework (NPPF), including transitional arrangements for Councils to only have to demonstrate a 4 year housing land supply (for a period of 2 years) where plans are at an advanced stage of preparation, may have the effect of giving the Council greater control over the planning application decision making process, while the plan progresses through examination. Until the outcome of the consultation is known (likely by May 2023) the council cannot rely upon this in assessing the risk to uncontrolled development, however the provisions in the draft NPPF are likely to be delivered in some form, and the Council's progression of its Plan to regulation 19,</p>		
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			increases the likelihood that it will benefit from any such interim position. It is therefore considered that the likelihood of a loss of control over development reduces to 2. With the continued use of the Interim Position Statement for Housing Development it is considered the impact is reduced to 2.		
6	Health & Safety	Risk Management	<p>The consequences of a serious accident or incident at work have the potential to be 'major', i.e. death of a member of staff, contractor or member of the public. Therefore, the severity of impact in the risk score is always going to be high. However, the Council operates an effective H&S management system with good controls in place to reduce the likelihood of such an incident. Despite having good systems and procedures in place, CCS remains the highest risk operation within the Council due to the nature of the work.</p> <p>H&S compliance of CDC's biggest service contractor, Everyone Active, is monitored through a programme of audits carried out by the Safety & Resilience team on an annual basis.</p>	Director of Planning & Environment	On-going
7	Potential Increase in Homelessness Service Demand due to Increased Cost of Living and Ukraine Sponsorship programme Impact	Risk Management	<p>Liaison meetings continue with WSCC whereby we monitor the impact of the Ukrainian scheme. To date we've seen very minimal impact from this. We have also committed to the Local Authority Housing Fund with two registered providers to provide the accommodation requirements for the Ukrainian scheme and Afghanistan resettlement scheme and we will review things if any further funding is made available later on in the year. At present we have committed to delivering what is required given the timescale of November 2023. The Supporting You team started in November 2022. Early indications of</p>	Director of Housing & Communities	On-going

			what this is delivering is encouraging and the outcomes are being reported to a Steering Group and members.		
8	Skills, Capability, Capacity	Risk Management	Increased use of premia payments (market supplements) for those areas with long term established recruitment issues and the use of the relocation package has aided recruitment for some service areas. Premia payments are subject to review every 2 years (review for implementation in April 23 recently completed), which is in line with the new procedure governing these as agreed with the Staff Side / Unison. However, there are still recently been some significant recruitment and retention issues in some services including Planning, Environmental Health, HGV drivers and Building Services, who will continue to work with HR to ensure that appropriate resources and incentives are in place; these include further recruitment attempts including recruitment payments, flexible use of staff across the service, improved advertising of jobs and marketing of the Council as an employer, using head hunters and temporary (agency) staff, where required. It should be noted that this risk is linked to the national issue of shortage of labour in some sectors and our ability to control or mitigate this is limited. Review of Workforce Development Plan underway with a greater focus on the need to grow and develop our own staff.	Director of Corporate Services	On-going
9	Climate Emergency Detailed Action Plan	Risk Management	The Council approved the Climate Emergency Detailed Action Plan in January 2021. The progress of the plan is reported bi-annually to Environment Panel and annually to Full Council. The 2nd update to Full Council occurred on 31 January 2023. The action plan		

			<p>now contains 64 actions related to either the internal or the district wide target. The status of which is summarised below;</p> <p>Status</p> <p>Number of actions</p> <p>On-going 38</p> <p>Waiting for input from others 6</p> <p>May not be initiated/completed on time 0</p> <p>Not initiated/completed on time or not expected to be 3</p> <p>Completed 13</p> <p>Not due to be started yet 4</p> <p>Total number of actions in plan 64</p> <p>Focussing on the behind-schedule actions, the 1st relates to a public event on sustainability, delayed in 2022 due to staff resource but now scheduled for 2023 following recruitment of an officer for district wide work. Reduction of Westgate emissions has not materialised due to equipment supply delays however the project is near completion now. The 3rd action is</p>		
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			not progressing the establishment a district wide sustainability fund. Securing grant has not been a problem, however, staff resources to promote available grant to residents has resulted in little uptake by residents to date. This should be rectified by the new member of staff in the team.		
10	Crouchlands Lagoon 3	Risk Management	<p>Planning Enforcement Following the failure of the landowner to comply with the requirements of the Planning Enforcement Notice by 21 May 2021, officers are actively engaged in assessing options for possible further action. Direct action to remediate the site is an option open to the Council but will only need to be considered once the outcome of a prosecution is known. And then due to the responsibilities of other parties (owner, other partner agencies) and the likely complexity and cost of remediation (estimated to be between £1-2m), this option will require full consideration through the Council's normal governance process.</p> <p>Emergency Planning The findings of the 21st October 22 multi-agency site visit were that there had been no significant change at the site from either the bund or the cover and that the risk from the lagoon had not altered and remained low. No factors that may increase the risk from the lagoon as detailed above are currently occurring and officers are keeping in regular contact with the landowner and partner agencies as to the current state of play. The next multi agency inspection is due in April 23. No factors that may increase the risk from the lagoon as detailed above are currently occurring and officers are</p>		

			keeping in regular contact with the landowner and partner agencies as to the current state of play.		
11	Use of B & B Accommodation	Internal Audit	A series of actions have been agreed in response to this audit	Divisional Manager Revenues Benefits & Housing	On-going reporting through and audit follow up report
12	Rent in Advance – Deposit Guarantee	Internal Audit	A series of actions have been agreed in response to this audit	Divisional Manager Revenues Benefits & Housing	On-going reporting through and audit follow up report
13	Discretionary Housing Payments	Internal Audit	A series of actions have been agreed in response to this audit	Divisional Manager Revenues Benefits & Housing	On-going reporting through and audit follow up report