

Joint report of the Chief Executive and the Deputy Chief Executive

ANNUAL GOVERNANCE STATEMENT1. Purpose of report

To present a revised Annual Governance Statement for consideration and to seek approval for its inclusion in the Council's published Statement of Accounts 2019/20.

2. Background

The Governance, Audit and Standards Committee on 18 May 2020 received a report on the Council's Corporate Governance Arrangements containing details of the requirements under the Accounts and Audit Regulations 2015 to conduct a review, at least once in each financial year, of the effectiveness of the Council's system of internal control and how the Council follows proper practice as set out in the CIPFA/SOLACE publication *Delivering Good Governance in Local Government: Framework*. The report also included a draft Annual Governance Statement that the Committee resolved to include in the Council's Statement of Accounts 2019/20.

The Governance, Audit and Standards Committee on 20 July 2020 considered a summary from the Chief Audit and Control Officer of the work of the Internal Audit team in 2019/20. This included a review that he had undertaken of the Council's system of internal control from his perspective. He concluded that, in his opinion, "the current internal control environment is satisfactory such as to maintain the adequacy of the governance framework".

In undertaking their review of the Council's 2019/20 accounts, the external auditors have identified that the Chief Audit and Control Officer's opinion on the Council's system of internal control should be clearly stated in the Annual Governance Statement. This can be found underlined in section 1.12 of the revised Annual Governance statement set out in appendix 1.

The meeting on 18 May 2020 also resolved that responsibility be delegated to the Chief Executive and the Chair of this Committee to make any further changes to the Annual Government Statement that are deemed necessary. This has been considered in accordance with both the regulations and the CIPFA/SOLACE publication and no further changes (including to the Action Plan) are required. An update on progress towards completing the actions in the Annual Governance Statement is set out in appendix 2.

Recommendation

The Committee is asked to:

- 1. RESOLVE that the revised draft Annual Governance Statement in appendix 1 be approved for inclusion in the Council's Statement of Accounts 2019/20.**
- 2. NOTE the progress towards completing the actions set out in the Action Plan in the Annual Governance Statement as shown in appendix 2.**

Background papers - Nil

APPENDIX 1

REVISED DRAFT ANNUAL GOVERNANCE STATEMENT**1.1. Corporate Values**

The Council's governance arrangements are reflected in our corporate values which are:

- Integrity and professional competence
- A strong caring focus on the needs of communities
- Continuous improvement and delivering value for money
- Valuing employees and enabling the active involvement of everyone
- Innovation and readiness for change.

1.2. Competency Framework and Employee Performance Appraisal

These values are consistent with the SOLACE/CIPFA governance code and act as the basis for the Council's competency framework and the assessment of individual employee performance appraisal.

1.3. The Constitution, Standing Orders and Delegated Authority

The Council's Constitution sets out the roles of members and officers and the terms of reference of the Council's committees. Officer's delegated powers to take decisions are set out in this document, as are the protocols and codes of conduct regulating the way employees and members should behave and relate to each other, and how debate is conducted at Council meetings. Limits of financial expenditure are set out in standing orders and in standing orders relating to contracts.

The main checks and balances on the respective power of officers and members is summarised in the table below. The table provides some of the key ways in which officers and members are held accountable to local residents. Website links are made to where you can find further information (*those in green and black are internal documents*).

Officer checks /balances	Member checks/balances	Accountability to residents
<ul style="list-style-type: none"> • Officer delegations within Constitution • Pay Policy underpinned by Job evaluation policy • Disciplinary Policy • Employee Code of Conduct 	<ul style="list-style-type: none"> • Elections • Independent Remuneration Panel • Members Allowances scheme • Governance Audit and Standards Committee 	<ul style="list-style-type: none"> • Broxtowe Matters Annual Report • Public Questions at Council Meetings • Petitions at Council Meetings • Community Trigger for Anti-social Behaviour

Officer checks/balances	Member checks/balances	Accountability to residents
<ul style="list-style-type: none"> • Statutory Officers (Chief Executive head of paid service; deputy chief executive section 151 officers; Monitoring Officer; Chief Information Officer-Interim Strategic Director • Financial standing orders within constitution • Contract standing orders within constitution • Fraud Prevention Policy • Treasury Management policy • Business Continuity Plans • Whistleblowing Policy • Strategic Risk Register • Risk Management Policy • Health & Safety Policy; Procedures; Health & Safety Group • Information Management Arrangements • Staff engagement exercises • Complaints and compliments procedure • Licensing and Appeals Committee (employment and grievance appeals) • Statement of Internal Control (SIC) 	<ul style="list-style-type: none"> • Statutory Officers (Chief Executive head of paid service; deputy chief executive section 151 officers; Monitoring Officer; Chief Information Officer-Interim Strategic Director • Questions to Committee chairs at Council meetings • Member code of conduct • Reports at Council by Members of Outside Bodies at Council meetings • Ward Member reports at Council meetings • Public Consultations • Register of Members Interests • Community Action Team Meetings • Declaration of interests at all meetings • Protocol for Councillor/Officer Relationships 	<ul style="list-style-type: none"> • Communications strategy 2018-21 • Open Data • Transparency framework • Publication scheme • Publication of Committee decisions • Tenant and Leaseholder Matters • Broxtowe Parks Standard • Public satisfaction surveys • External audit annual letter to Governance at Audit committee • Internal and external audit progress reports at Governance and Audit Committee • Periodic external inspections e.g. EFLG/IIP/IIE/LGA • Peer review • Benchmarking through APSE/CIPFA/SOCITIM/Housemark • Finance Data online • Licensing and Appeals Committee (Taxi, alcohol, licensing matters) • Commenting on Planning applications and speaking to Planning Committee

1.4. Corporate Plan and Business Plans

The Council's Corporate Plan sets out the Council's Vision and Priorities. The vision is "Broxtowe- a greener, safer healthier place where everyone prospers".

The priorities are succinctly expressed:

Housing: A good quality home for everyone

Environment: Protect the environment for the future

Business: Invest in our towns and our people

Health: Support people to live well

Community safety: A safe place for everyone

Each priority has objectives which are set out in the plan and specific measureable outcome measures, in year 1 of the plan (2020/21) and at year 4.

1.5. Strategy and Policy Framework

Within each priority area, a range of strategies and policies are devised to guide the decision making of officers and members. These are approved by the respective committees (see below) apart from those which are reserved for full Council for determination.

1.6. Decision-making Structures

The Council has adopted a committee system, which means that all the political parties are represented within the decision making committees. Neither the Leader of the Council or the Chairs of Committees have executive power, which enables decision making to take place in a democratic fashion with scrutiny taking place as part and parcel of decision making. The Council may set up task and finish or working group arrangements to come forward with proposals for policy development or on topics which members consider require further investigation and enquiry.

- Full Council decides upon policy and certain other specialist functions that cannot be delegated elsewhere, including the setting of the Council Tax.
- The Policy and Performance Committee, which includes the Chairs of all other policy committees, has overall responsibility for developing and delivering policies of the Council and monitoring progress against the objectives of the Corporate Plan.
- The Finance and Resources Committee has responsibility for reviewing the Council's budget and financial management and makes recommendations to Council with regard to the setting of Council Tax.
- Committees mirror the Council's main priority themes of Community Safety; Housing, Jobs and Economy, and Leisure and Health, Environment. These are allocated authority by the Council to develop and deliver policy within their specific remit set out in the constitution.

- Separate quasi-judicial committees exist for Planning, Licensing and Appeals, Alcohol and Entertainments.
- A specific committee exists for personnel decisions and policies.
- Matters relating to governance and standards are dealt with by the Governance, Audit and Standards Committee. The role of this committee is particularly relevant to the operation of the SOLACE/CIPFA code and is set out in more detail below:

Role of the Governance, Audit and Standards Committee

The role and operation of the Governance, Audit and Standards Committee is in line with a toolkit and publication produced by CIPFA entitled Audit Committees – Practical Guidance for Local Authorities.

The specific functions delegated to this Committee are provided in its Terms of Reference which include:

- To determine attendance of members at conferences.
- To determine responses on behalf of the Council to any government, local authority or other consultation on matters within the remit of the Committee.
- The functions conferred in relation to standards of conduct by the Local Government Act 2000, the Localism Act 2011 and associated legislation.
- Without prejudice to the generality of the foregoing:
 - promoting and maintaining high standards of conduct for all members and officers
 - preparing for adoption or revision by the Council policies and codes of conduct for members, co-opted members and officers
 - monitoring the operation of the codes of conduct
 - granting dispensations to members (including co-opted members) from requirements relating to interests set out in the Members' Code of Conduct
 - advising and training members, co-opted members and officers on matters relating to conduct
 - undertaking the same duties as detailed above in respect of parish or town Councils within the Council's area
 - considering, determining and dealing with matters referred by the Monitoring Officer
 - considering, determining and dealing with matters referred by the Chief Executive or Monitoring Officer under the Council's Whistleblowing Policy
 - monitoring the complaints made against the Council including those made via the Ombudsman service
 - assessing (and reviewing if appropriate) all complaints made in respect of breaches of the Members' Code of Conduct.
- The Committee will:
 - To oversee the arrangements for the maintenance of the Council's internal control environment

- To monitor and make recommendations regarding the Council's corporate governance arrangements including the appointment of the external auditor
 - Consider ways of achieving reductions in ongoing financial commitments through a review of essential and desirable services and service levels.
 - Identify opportunities for future income generation and cost savings.
 - Examine further procurement and collaborative working opportunities with the private sector and other local authorities.
- Consider the Council's published financial accounts and associated documents, including the Annual Governance Statement, and give approval to them when satisfied;
- Review the work of the internal audit section including the approval of an audit strategy and annual audit plans;
- Consider significant issues arising from internal audit reviews, make recommendations accordingly and monitor management's response;
- Receive reports from the Council's external auditors, the Council's internal auditor and from any inspection agencies and monitor action in response to any issues raised;
- Oversee the effectiveness of the Council's risk management procedures, the control environment and associated fraud and anti-corruption arrangements including the approval of amendments to the strategic risk register and associated action plans;
- Monitor and review the Council's business continuity arrangements;
- Consider the Council's arrangements for corporate governance and recommend necessary action to maintain best practice and to comply with the code of corporate governance;
- Determine the discretionary elements of both national and local conditions of service;
- Determine employment and health and safety policies;
- The power to make payments or provide other benefits in cases of maladministration (section 92 Local Government Act 2000);
- To receive reports directly from the Chief Internal Auditor as and when he/she thinks fit;
- To receive reports directly from the Council's external auditors as and when appropriate.
- The Committee may appoint Panels comprising of a proportionate combination of three or five members of the main Committee.
- To determine responses on behalf of the Council to any government, local authority or other consultation on matters within the remit of the Committee.
- Consider in detail polling district boundaries for the Borough Council's administrative area and any necessary changes to ensure that:
 - electors have such reasonable facilities for voting as are practicable in the circumstances.

- as far as is reasonable and practicable, that polling places are accessible to all electors, including those who are disabled, and when designating a polling place, have regard to the accessibility needs of disabled persons.
- Consider polling places for the Borough Council's administrative area.
- Consider the warding arrangements for Broxtowe to ensure electoral equality in all areas.
- Consider the boundaries of parish councils in the Borough and warding arrangements in those areas, if appropriate.
- Consider the names of Borough Council and parish council wards.

Two joint committees exist – the Economic Prosperity, which consists of the Leaders of all councils in Nottinghamshire to consider countywide development matters; and the Bramcote Bereavement Service Joint Committee which oversees the operation of Bramcote Crematorium, which is jointly owned with Erewash Borough Council.

Two internal committees recommend changes to employee policy pay and conditions – the Local Joint Consultative Committee which considers employee related matters and the Independent Remuneration Panel, which considers matters relating to the remuneration of members. The Independent Remuneration Panel reviewed members' allowances in January 2020 and decided on a further in-depth review later in the year due to the increase in the number of committees at the Council.

The Panel recommended an increase in the allowance in-line with the employee pay award. Full Council received the report of the Panel's findings on 4 March 2020 and accepted the recommendation.

Delegation arrangements to officers are set out in detail within the Constitution. In order to ensure that decisions are made in compliance with the law and approved policy, Chief Officers are charged with responsibility for the operation of controls within their areas of responsibility and for statutory functions as necessary. They make an annual declaration of compliance through the annual statement of internal control.

Regular meetings take place between relevant senior officers and members of the Council to discuss and propose policy.

The Constitution also includes sections on the conduct of meetings, Financial Regulations, Financial Regulations (Contracts) and Codes of Conduct for members and officers.

- 1.7. The Council established a wholly owned leisure services company, Liberty Leisure Limited, from October 2016. These arrangements have delivered cost reductions and increased income though the company operating as a commercial entity and opportunities to better fulfil the Council's aims through increased flexibility in day-to-day operations.

Full control of the company is maintained by the Council through the governance arrangements that are in place, with the Leisure and Environment Committee maintaining an oversight of the company. Liberty Leisure Limited has continued to provide a wide range of leisure and cultural activities and generates a surplus trading position.

- 1.8. A Shared Services Board, chaired by the Chief Executive, meets regularly to keep shared service arrangements under review.

1.9. Strategies, Policies and Business Plans

The Council has a suite of strategies, policies and business plans which mirror its corporate priority themes and ensures that service delivery follows a clearly set out, politically approved and strategically led approach.

1.10. Electoral Arrangements

There Borough wide elections in 2019/20. The Council participated in a pilot voter ID exercise as part of these elections.

1.11. Statutory Officers

The Council's statutory officers are the Chief Executive (as the 'Head of Paid Service'), the Deputy Chief Executive (as the 'Section 151 Officer') and the Interim Monitoring Officer. All three officers are members of the General Management Team (GMT) and have the authority to place reports in front of an appropriate member body where an aspect of concern and within their statutory remit comes to their attention.

In particular, they are responsible for ensuring that the Council acts within the law and in accordance with established policies and procedures. The Section 151 Officer is specifically responsible for the proper discharge of financial arrangements and must advise the Council where any proposal might be unlawful or where expenditure is likely to exceed resources.

Regular discussions are held at weekly meetings of the General Management Team (GMT) about issues where governance is of concern and periodically a specific discussion takes place to identify areas of concern on the horizon, whether these may arise from such as legislative changes, changing service demands, political matters or financial problems, risk assessment that has been undertaken and any changes in the risk environment in which the Council is operating, and matters to be reported to future committees.

The Deputy Chief Executive is the appointed Section 151 Officer and is a key member of GMT. Being part of GMT, together with meeting with leading members and attending full Council, Policy and Performance Committee, Finance and Resources Committee and other appropriate committees, as required, ensures that the Section 151 Officer can provide corporate financial advice to the Council at the appropriate level and that financial implications and risks are properly taken into account.

All reports to decision making committees incorporate a statement on financial implications where appropriate which are subject to review by the Section 151 Officer and the Head of Finance Services. As such the Council's financial arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2016).

The Section 151 Officer's responsibilities include ensuring that GMT and senior members are made aware of any financial issues at the earliest opportunity and making sure that these are acted upon as appropriate.

The Interim Monitoring Officer also attends GMT. Part of their responsibilities include ensuring that any legislative changes are known about and implemented as appropriate, together with monitoring that the Council does not act unlawfully.

Chief Officers are responsible for ensuring that legislation and policy relating to service delivery and health and safety are implemented in practice. Each Chief Officer signs a Statement of Internal Control to acknowledge responsibility in maintaining and operating functions in accordance with the Council's procedures and practices that uphold the internal control and assurance framework.

In 2019/20 the Statements of Internal Control were reviewed to determine whether any further strengthening of the control environment can be achieved. Any areas identified have been addressed or are part of ongoing development of increased controls to be implemented during 2020/21.

1.12. Internal Audit

The Chief Audit and Control Officer is the Council's designated 'Head of Internal Audit' and is under the management of the Deputy Chief Executive. Whilst the Chief Audit and Control Officer is not a member of GMT, in all other respects the role is in accordance with guidance as laid down in the Public Sector Internal Audit Standards and the CIPFA Statement on the Role of the Head of Internal Audit, including their attendance at the Governance, Audit and Standards Committee and presenting reports in their own name.

The Chief Audit and Control Officer is responsible for the review of the systems of internal control and for giving an opinion on both the corporate and service specific standards in place. As reported to the Governance, Audit and Standards Committee on 20 July 2020, he has undertaken such a review and concluded that, in his opinion, "the current internal control environment is satisfactory such as to maintain the adequacy of the governance framework".

The Internal Audit Charter covers all activities of the Council at a level and frequency determined using a risk management methodology. The approach is designed to be risk-based so that it can focus resources on the key areas of risk facing the Council. The current arrangements include sharing Internal Audit management resources with Erewash Borough Council.

In advance of each financial year the Governance, Audit and Standards Committee is responsible for approving the Internal Audit Plan that governs each year's activity. Upon completion of each audit assignment, a report is produced for management with agreed actions for improvement. Regular progress reports on Internal Audit activity are submitted to the Governance, Audit and Standards Committee for scrutiny. This Committee can request further reviews to be undertaken and can request other committees to further investigate matters arising from any activities within their remit.

1.13. External Audit

The external auditor reviews the Council's arrangements for:

- preparing accounts in compliance with statutory and other relevant requirements
- ensuring the proper conduct of financial affairs and monitoring their adequacy and effectiveness in practice
- securing economy, efficiency and effectiveness.

The external auditor gives their opinion on the Council's accounts and whether or not proper arrangements exist to secure value for money.

The Council continues to examine the use of its financial systems to help produce information for financial management, the capacity of the Finance Services teams and the financial reporting processes used to advise Members during the course of the year.

1.14. Fraud and Corruption

The Department of Work and Pensions (DWP) established a Single Fraud Investigation Service (SFIS) to manage benefit fraud investigation on a national basis. Officers employed by the Council to investigate benefit fraud transferred to SFIS in November 2015.

The Chief Audit and Control Officer is the central contact for non-benefit fraud allegations. The role of Internal Audit has been extended to act as a co-ordinating and investigating service for all non-benefit related fraud and corruption reports and to manage the Council's response to such reports. Internal Audit is supported in this by procuring specialist fraud investigation services as required from local partners, including Erewash Borough Council.

1.15. Partnerships

The Governance, Audit and Standards Committee has the responsibility to examine further procurement and collaborative working opportunities with the private sector and other local authorities. All of the policy committees have included in their remit the power to direct the work of any delivery vehicles established to deliver services within their remit. This may include partnership arrangements, including those with the voluntary and community sector. Where grants are provided to voluntary sector organisations, conditions are applied

regarding the reporting of the activities of the grant receiving body and its financial standing. In particular, where grant funding exceeds a given value a service level agreement may be used to gain assurance over the use of funds.

Significant Governance Issues – Action Plan

We propose over the coming year to take steps to address the matters listed as “opportunities for improvement” to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Action
1. A new Organisational Development Strategy will be completed in 2020/21
2. An LGA Peer Review will be completed in 2020/21
3. Conduct a budget consultation exercise with residents in 2020/21 for the budget 2021/22
4. Engage and consult with the community regarding the future of Stapleford prior to the submission of a Towns Fund bid
5. Consulting with tenants and the public on a new Housing Strategy
6. Review and amend the Council's Constitution (May 2020)
7. Continue to support the development of Neighbourhood Plans (March 2021)
8. Further update the Business Strategy in preparation for the 2021/22 budget round
9. Complete a new Housing Strategy
10. Complete a new Waste Strategy following the new Government strategy being published
11. Complete a Vision and Action Plan for Stapleford
12. Complete a new Carbon Reduction Plan
13. Review the operation and financing of leisure in Broxtowe following the Covid-19 pandemic and update the Leisure Facilities Strategy (June 2020)
14. Complete a new Asset Management Strategy
15. Following the pandemic, develop a Recovery Plan
16. Ensure the full implementation of a new Contract Management Framework
17. Improve aspects of financial administration including <ul style="list-style-type: none"> • Improving the accuracy of the cash receipting system • Completion of the intelligent scanning invoice matching system • New system for appraisal of capital projects and prioritisation • Improve the bank reconciliation systems (ICON)
18. Implement the agreed outcomes of the Housing Repairs review
19. Review the management structure in the light of changing service demands and economic realities
20. Develop a new Fire Safety Policy and risk assessment procedures and update fire risk assessments
21. Following the pandemic, as soon as practically possible, catch up with the backlog of housing repairs and gas safety checks
22. Develop a flood risk assessment and response plan for Kimberley depot

23. Review and expand the open data section of the website
24. Develop a governance risk and reporting system for major projects to be reported to Governance Audit and Standards Committee on a regular basis

**Councillor M Radulovic MBE
Leader of the Council
Broxtowe Borough Council**

**R Hyde
Chief Executive
Broxtowe Borough Council**

APPENDIX 2

Governance Risk & Compliance Action Plan 2020/21

Action	Lead Officer		Completion
A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law			
1. A new Organisational Development Strategy will be completed in 2020/21	Chief Executive		Completed and approved by Personnel Committee on 30 June 2020.
2. An LGA Peer Review will be completed in 2020/21	Chief Executive		End March 2021 The peer review system has been suspended by the LGA so this action can't be completed at present.
B. Ensuring openness and comprehensive stakeholder engagement			
3. Conduct a budget consultation exercise with residents in 2020/21 for the budget 2021/22	Deputy Chief Executive		Questions approved by Finance and Resources Committee on 8 October 2020. Consultation closed on 30 November 2020.
4. Engage and consult with the community regarding the future of Stapleford prior to the submission of a Towns Fund bid	Head of Planning and Economic Development		April- August 2020 Consultation completed. Date for bid submission January 21.
5. Consulting with tenants and the public on a new Housing Strategy	Head of Housing		Consultation completed and Housing Strategy 2020-2024 approved by Housing Committee on 2 September 2020.

Action	Lead Officer		Completion
C. Defining outcomes in terms of sustainable economic, social and environmental benefits			
6. Review and amend the Council's Constitution	Monitoring Officer		1 July 2020 The constitution was reviewed and updated and amendments approved by Council.
7. Continue to support the development of Neighbourhood Plans	Head of Planning and Economic Development		End March 2021 Ongoing – no referendum on the Neighbourhood Plan for Bramcote and Chilwell before May 21 because of Covid-19
8. Further update the Business Strategy in preparation for the 2021/22 budget round	Deputy Chief Executive		The Business Strategy was updated and approved by Finance and Resources Committee on 8 October 2020.
9. Complete a new Housing Strategy	Head of Housing		Housing Strategy 2020-2024 approved by Housing Committee on 2 September 2020.
10. Complete a new Waste Strategy following the new Government strategy being published	Head of Environment		End March 2021 The Government has not yet produced the new Waste Strategy
11. Complete a Vision and Action Plan for Stapleford	Head of Planning and Economic Development		August 2020 The Stapleford Towns fund duly approved a vision statement
12. Complete a new Carbon Reduction Plan	Strategic Director		The Environment and Climate Change Committee adopted a Climate Change Strategy on 14 September 2020.

Action	Lead Officer		Completion
D. Determining the interventions necessary to optimise the achievement of the intended outcomes			
13. Review the operation and financing of leisure in Broxtowe following the Covid-19 pandemic and Update the Leisure Facilities Strategy	Deputy Chief Executive		A Leisure Facilities Strategy was presented to Policy and Performance Committee on 1 October 2020.
14. Complete a new Asset Management Strategy	Head of Property Services		Key themes to be included in Asset Management Strategy approved by Housing Committee on 2 September 2020.
15. Following the pandemic, develop a Recovery Plan	Chief Executive		Recovery plan approved by Jobs and Economy Committee on 18 June 2020 and Policy and Performance Committee on 1 July 2020.
16. Ensure the full implementation of a new Contract Management Framework	Procurement Officer		End December 2020. New policy approved. In implementation phase
17. Improve aspects of financial administration including: <ul style="list-style-type: none"> Improving the accuracy of the cash receipting system Completion of the intelligent scanning invoice matching system New system for appraisal of capital projects and prioritisation Improve the bank reconciliation systems (ICON). 	Head of Finance		End March 2021

Action	Lead Officer		Completion
E. Developing the entity's capacity including the capability of its leadership and the individuals within it			
18. Implement the agreed outcomes of the housing repairs review	Head of Housing		End March 2021 Ongoing. Progress being monitored by Housing Committee
19. Review the management structure in the light of changing service demands and economic realities	Chief Executive		September 2020 A new Head of Asset Management and Maintenance has been appointed
F. Managing risks and performance through robust internal control and strong public financial management			
20. Develop a new Fire Safety Policy and risk assessment procedures and update fire risk assessments	Health and Safety and Emergency Planning Manager		September 2020 New fire safety policy adopted and being implemented
21. Following the pandemic, as soon as practically possible, catch up with the backlog of housing repairs and gas safety checks	Housing repairs Manager		End March 2021 The housing team worked hard to catch up the backlog after the first wave
22. Develop a flood risk assessment and response plan for Kimberley depot	Head of Property services		End November 2020

Action	Lead Officer		Completion
G. Implementing good practices in transparency, reporting and audit to deliver effective accountability			
23. Review and expand the open data section of the website	Strategic Director		End December 2020
24. Develop a governance risk and reporting system for major projects to be reported to governance Audit and Standards Committee on a regular basis	Chief Audit and Control Manager		20 July 2020 completed. A new framework has been approved and is being reported on.