

## Annual Governance Statement 2018/19

### What is Governance?

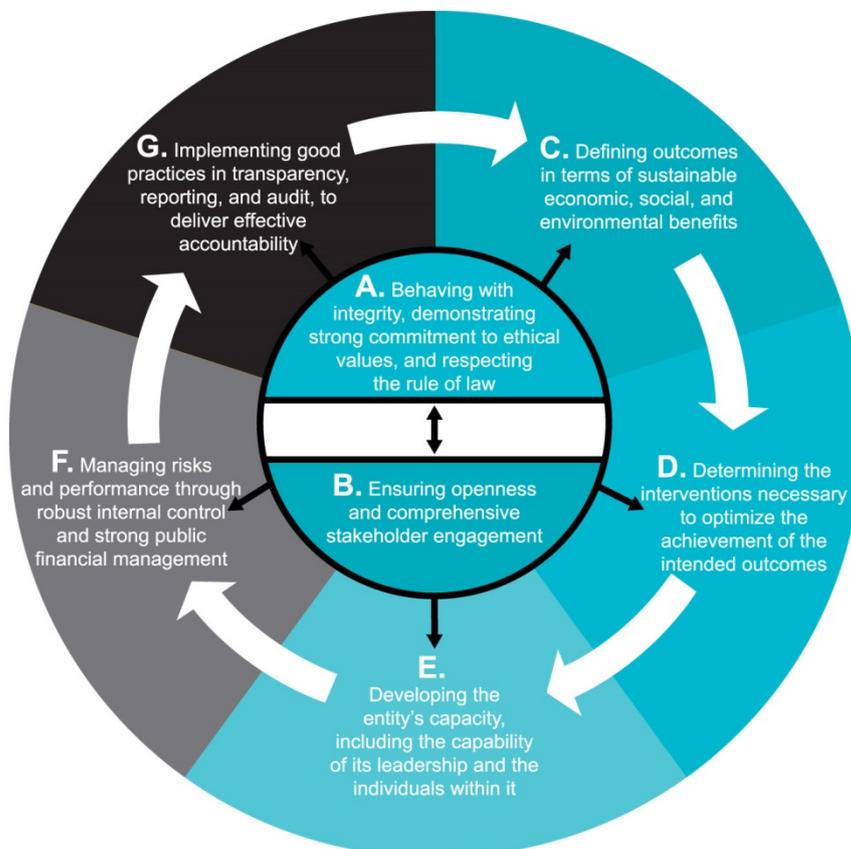
*Governance comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved.*

*To deliver good governance in the Authority, both governing bodies (Members) and individuals working for the Authority must try to achieve the Authority's objectives whilst acting in the public interest at all times.*

*Acting in the public interest implies primary consideration of the benefits for society, which should result in positive outcomes for service users and other stakeholders.*

### The Core Principles of Good Governance

The diagram below, taken from the International Framework: Good Governance in the Public Sector (CIPFA/IFAC. 2014) (the "International Framework"), illustrates the various principles of good governance in the public sector and how they relate to each other.



## Responsibility

The Authority is responsible for ensuring that its business is completed in line with the law and statutory legislation, and that public money is spent wisely and properly accounted for. We will ensure that we continually improve the way we provide our services whilst taking into account value for money.

We will ensure that we put in place proper arrangements to ensure our risks are managed, and that controls and the governance process are in place.

We have approved and adopted a Code of Corporate Governance which is consistent with principles of the CIPFA/SOLACE Framework *Delivering Good Governance in Local Government*. The Code demonstrates the supporting principles which underpin the core principles and identifies the assurance as outlined in the Framework. It also demonstrates what level of assurance we get and thus, identifies any areas for improvement. This forms the assurance framework for good governance and demonstrates that we know our governance arrangements are working. Links to all supporting evidence identified in the assurance framework are contained within the Code of Corporate Governance and are not repeated in this statement. The Code of Corporate Governance document is available on the Council's website.

## Our Outcomes

Our desired outcomes for 2017-20 (updated 2018) are detailed in the **Corporate Plan**. The Corporate Plan details our Vision and sets out our Thematic Priorities.

At the start of 2018/19 our Vision was:

“One Tamworth, Perfectly Placed – Open for business since the 7<sup>th</sup> century AD”

Our strategic priorities are:

Living a Quality Life in Tamworth  
Growing Stronger Together in Tamworth  
Delivering Quality Services in Tamworth.

Under each thematic priority, we detail our ambitions and how we are going to realise these. All outcomes we aim to achieve, along with changes we want to see and supporting information are detailed in the Corporate Plan.

For each activity or process we complete, we ensure that the appropriate governance arrangements are in place.

The Corporate Plan for 2019-22 was adopted by Cabinet on 21<sup>st</sup> March 2019 and sets out the new vision and priorities of the authority.

# TAMWORTH BOROUGH COUNCIL CORPORATE PLAN 2019-2022

## TAMWORTH BOROUGH COUNCIL: VISION

To put Tamworth, its people and the local economy at the heart of everything we do

### OUR PURPOSE IS TO:

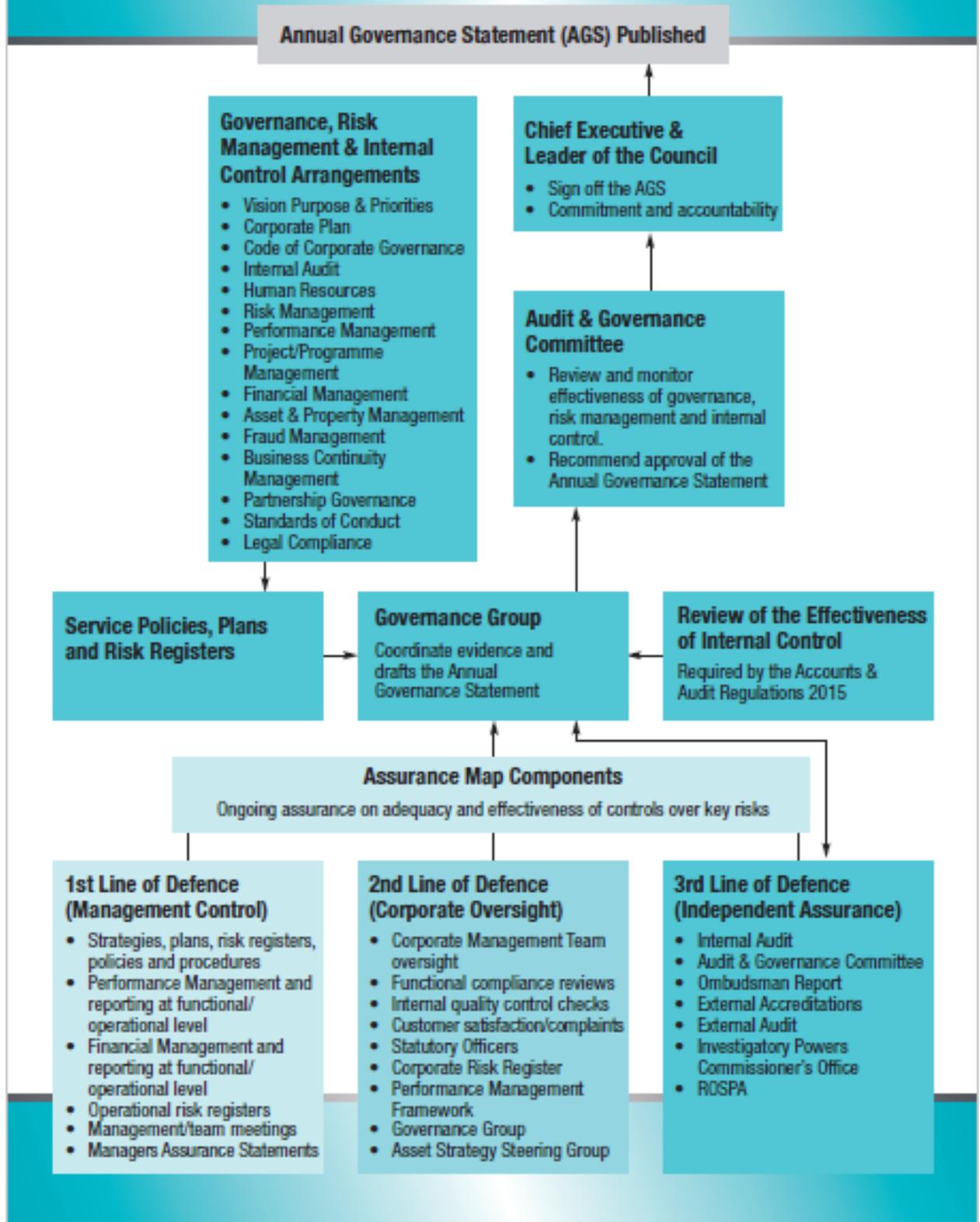
- ▶ help tackle causes and effects of poverty and financial hardship
- ▶ increase all residents' resilience and access to information
- ▶ engage with our residents to promote community involvement and civic pride
- ▶ support the development of Tamworth now, and in the future
- ▶ help the local economy to grow in a way which benefits our residents and businesses
- ▶ utilise Council resources effectively
- ▶ help tackle the causes of inequality and increase opportunities for all residents and businesses
- ▶ help protect, nurture and celebrate our local heritage
- ▶ help prevent homelessness and help people access suitable housing
- ▶ help build resilient communities
- ▶ help develop and safeguard our environment and open spaces

## OUR STRATEGIC PRIORITIES FOR 2019-2022

People and Place	Organisation
 To meet housing needs through a variety of approaches and interventions	 To be financially stable
 To facilitate sustainable growth and economic prosperity	 To ensure our employees have the right skills and culture to help our residents, visitors and businesses
 To work collaboratively and flexibly to meet the needs of our communities	 To ensure our service delivery is consistent, clear, and focused
 To create a new and developing vision for the continued evolution of Tamworth, including a town centre fit for the 21st century	 To ensure our decisions are driven by evidence and knowledge

# The Assurance Framework

The diagram below shows how the Assurance Framework is made up



## **What have we done to monitor and evaluate the effectiveness of our governance arrangements during 2018/19.**

The Authority has the responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control.

The review of the effectiveness of the system of internal control is informed by:

- The work of Internal Audit which is detailed in the Head of Audit & Governance's Annual Report;
- Responsibility of Corporate Management Team for the development and maintenance of the internal control environment; and
- Reports received from our External Auditors and any other review agencies or inspectorates.

During 2018/19, the following actions have contributed to the evaluation of the effectiveness of the governance arrangements;

- The Governance Group has reviewed and updated against the Code of Corporate Governance in line with the principles of the CIPFA/SOLACE Framework *Delivering Good Governance in Local Government*;
- Both the CIPFA Statement on the Role of the Chief Finance Officer and the CIPFA Statement on the Role of the Head of Internal Audit were reviewed and updated. Both officers comply with expected roles;
- The Head of Audit & Governance reports to the Audit & Governance Committee on a quarterly basis and provides an opinion on the overall effectiveness of the system of internal control based upon the work completed. The statement for the 2018/19 financial year is as follows:  
  
"I am satisfied that sufficient internal audit work has been undertaken to allow us to draw a reasonable conclusion as to the adequacy and effectiveness of the organisation's risk management, control and governance processes.  
Overall in my opinion, based upon the reviews performed during the year, the Authority has:  
  
- adequate and effective risk management arrangements;  
- adequate and effective governance; and  
- has adequate and effective control processes.
- From the 1<sup>st</sup> April 2013, Internal Audit is required to comply with the Public Sector Internal Audit Standards. As part of this requirement, Internal Audit are required to complete an annual self-assessment against the Standards and produce a Quality Assurance & Improvement Programme(QAIP) which identifies areas for improvement both to ensure compliance with the Standards and other quality areas. The self-assessment against the

standards and the QAIP are reported to the Audit & Governance Committee;

- Our External Auditors report to each Audit & Governance Committee. In their Annual Audit Letter (2017/18), they gave an unqualified opinion on the Statement of Accounts, an unqualified conclusion in respect of the Authority securing economy, efficiency and effectiveness, and an unqualified opinion on the production of the Whole of Government Accounts;
- The Ombudsman report on the enquiries and complaints they received in 2017/18 was reported to the Audit & Governance Committee in October 2018;
- Managers Assurance Statements have been completed by Executive Directors and Assistant Directors and have not identified any significant control issues;
- The Corporate Risk Register is owned and reviewed on a quarterly basis by the Corporate Management Team and reported in the Quarterly Healthcheck to Cabinet and also reported in the risk management update to the Audit & Governance Committee. There are no significant risks on the Corporate Risk Register;
- The Performance Management Framework ensures that the Financial Healthcheck is reported to Cabinet on a quarterly basis and made readily available on the Authority's website;
- The Authority is currently completing the annual assessment against the Code of Connection to retain the certification. This includes assessments against governance, service management and information assurance conditions. Compliance with the Code of Connection ensures access to the Public Services Network.
- A quarterly update report is presented to the Audit & Governance Committee on the use of RIPA powers. During 2018/19, no RIPA authorisations were made;
- Financial Regulations, Contract Standing Orders and Financial Guidance are reviewed on a regular basis with the last review being approved by the Audit & Governance Committee in March 2018 and made available to staff. The annual review for 2019 is due to be carried out after the full review of the Constitution;
- No issues were raised through the Counter Fraud and Corruption and Whistleblowing Policies;
- There were no data security breaches/lapses during the financial year;

- To assist in a more co-ordinated approach to managing projects, a Corporate Project Management template and process has been devised and made available to Officers;
- A self-assessment of the Audit & Governance Committee's effectiveness was completed on the 28<sup>th</sup> March 2019;
- The Chairs of the Audit & Governance and Scrutiny Committees submitted their Annual Reports to Full Council;
- The Authority complies with the Transparency Code;
- Counter fraud work continues to be completed with the retained expertise of in-house staff to investigate corporate fraud;
- Internal Audit completes an annual assessment of the risk of fraud which is reported to the Audit & Governance Committee. Assessments against the CIPFA Code of Practice on Managing the Risk of Fraud and Corruption, the Fighting Fraud & Corruption Strategy & Checklist have been completed. Having considered all of the principles, we are satisfied that the Authority has adopted a response that is appropriate for its fraud and corruption risks and commits to maintain its vigilance to tackle fraud;
- The Leader of the Council reported to Full Council on the 22nd May 2018, in compliance with the Local Authorities Executive Arrangements (Meetings & Access to Information) Regulations 2012, that one urgent executive decisions has been made for the period to 30 April 2018;
- In compliance with the Localism Act 2011, a report was presented to Full Council in May 2018 advising them of the number of complaints received regarding Members Conduct;
- The appointments of the Chief Executive and the Head of Paid Service and appointments of Statutory positions including the senior management review were approved by Council in June 2018;
- The review of the Constitution and Scheme of Delegation was approved by Council in June 2018;
- The Anti-Money Laundering Policy was reviewed and approved by the Audit & Governance Committee in February 2018;
- The Diversity & Equalities Scheme 2015-19 was approved by Cabinet in July 2017;
- The Pay Policy 2018 was approved by Council in May 2018;

- The authority has continued to progress implementation of the organisation's response to the General Data Protection Regulations (GDPR). Following the appointment of a new nominated DPO, the authority has continued to raise its awareness of GDPR across the authority. As part of wider IT Governance work, policies and procedures have been reviewed or are being developed to meet our obligations under the GDPR and to ensure a robust governance framework is in place for our ICT systems and information assets. The Information Security Policy has been rolled out across the authority with this becoming a mandatory requirement for new starters. The authority's Corporate Privacy Notice along with approximately 30+ Fair Processing Notices have been developed with reviews being undertaken annually. Information on our website is being reviewed and updated with guidance to support our customer's rights of access to their data. Work is progressing with suppliers to ensure the security and compliance of personal data held within our software systems. A programme of cyber security training has been completed across the authority with further bite size communications to be issued over the coming months.
- Partnership working arrangements continue to strengthen and further develop with both our statutory and community and voluntary sector partners. We value our community and voluntary sector and the work they do within our community. In 2018/19 we awarded a total of 28 grants through our Community and Voluntary Sector Grant Programme and our Arts Grant Programme; the total value of this funding was £13,720. Through the Staffordshire Commissioner's Office Locality Deal Funding the Community Safety Partnership, 3 organisations were funded with a total of £9537 to address domestic abuse, hate crime and social isolation. Diversionary holiday schemes also took place and the Summer Space Scheme funded 10 organisations a total of £15,844.
- The Place Based Approach continues to grow and further develop; this is a collaborative partnership approach that uses multi skilled teams, universal services, voluntary sector organisations, and communities at the right time to improve outcomes for children, young people, vulnerable people and our community. As part of this Place Based Approach we have been working in partnership to identify community and voluntary sector organisations that can offer children, families and vulnerable people help and support at the earliest opportunity. Grant funding has been awarded to the value of £30,000 for community projects during 2019/20 and 2020/21.
- Work is continuing on a number of actions to address the financial position in future years:

  - Delivering Quality Services project – the demand management approach to shift demand to more efficient methods of service delivery – online and automation (Interactive Voice Response). A savings target of £100k p.a. has already been included within the MTFS together with reduced CRM costs of £62k p.a. from 2019/20;

- Recruitment freeze – there is a robust challenge / re-justification process in place for all vacant posts with a requirement to investigate alternative options including restructuring to fill vacancies / looking at what we can stop doing;
  - Spend freeze – A review of the underspend position has been undertaken with a view to drive out as many savings as possible and has identified annual savings of c.£450k p.a. from 2019/20;
  - Alternative investment options arising from the Commercial Investment Strategy (as well as the Treasury Management Investment Strategy) to generate improved returns of c. 4% to 5% p.a. (plus asset growth);
  - Review of reserves (including ensuring adequate provision for the funding uncertainties) / creation of fund for transformation costs (if needed);
  - Targeted Savings – to identify potential areas for review in future years; and
  - Review and rationalisation of IT systems.
- The Authority has both a moral and legal obligation to ensure a duty of care for children and adults with care and support needs across its services. We are committed to ensuring that all children and adults with care and support needs are protected and kept safe from harm whilst engaged in services organised and/or provided by the Council. We do this by:
    - Having a Safeguarding Children & Adults at Risk of Abuse & Neglect Policy and procedures in place;
    - Having Safeguarding Children & Adults Processes which give clear, step-by-step guidance if abuse is identified;
    - Safeguarding training programme in place for staff and members;
    - Carrying out of the appropriate level of Disclosure and Barring Service (DBS) checks on staff and volunteers;
    - Working closely with Staffordshire Safeguarding Children’s Board & Staffordshire & Stoke-on-Trent Adult Safeguarding Partnership; and Staffordshire Police.
  - The Authority recognises that it has a responsibility to take a robust approach to slavery and human trafficking. In addition to the Authority’s responsibility as an employer, it also acknowledges its duty as a Borough Council to notify the Secretary of State of suspected victims of slavery or human trafficking as introduced by section 52 of the Modern Slavery Act 2015. The Authority is committed to preventing slavery and human trafficking in its corporate

activities and to ensuring that its supply chains are free from slavery and human trafficking. The Authority has included modern slavery and human trafficking information within the corporate safeguarding policy and training. The Council will continue to develop and strengthen its approach to modern slavery and trafficking in 2019/20. The Tamworth Vulnerability Partnership continues to meet each morning to ensure that partner organisations are working together to coordinate efforts to support children, young people, families and vulnerable people across Tamworth.

## Declaration

We have been advised on the implications of the result of the review of the effectiveness of the Governance Framework by the Audit & Governance Committee and that the arrangements continue to be regarded as fit for purpose. The significant governance issues highlighted in the 2017/18 Annual Governance Statement still remain significant issues during 2018/19 and are detailed at **Annex 1** with actions completed to date to address the issues. No additional governance issues were highlighted during 2018/19. Other minor issues highlighted through the assurance gathering process have been noted with planned actions to address these issues. Monitoring of the completion of all these issues will be completed through reporting to the Audit & Governance Committee.

We propose over the coming year to take steps to address those matters raised 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 operations as part of our next review.

Signed

D Cook

A Barratt

Leader

Chief Executive

Date

On behalf of the Authority

This information can be produced on request in other formats and languages. Please contact Internal Audit Services on 01827 709234 or email [enquiries@tamworth.gov.uk](mailto:enquiries@tamworth.gov.uk)

*This is an electronic copy without an electronic signature. The original was signed as dated above and a copy can be obtained from the Executive Director Finance*

## Significant Governance Issues 2018/19

The significant governance issues identified in relation to the Authority achieving its vision in 2017/18 remain significant issues for 2018/19 and are detailed below:

No	Issue	Action 2017/18	Update 2018/19
1	<p><b>Medium Term Financial Strategy (MTFS)</b></p> <p>Whilst actions have been taken to ensure that the MTFS remains balanced, this is still a significant risk to the Authority. Revenue Support grant will be removed around 2020. Opportunities and risks associated with the 100% Business Rates Retention will need to be identified. The increasing demands of our customers also need to be considered.</p>	<p>Work is continuing on a number of actions to address the financial position in future years:</p> <ul style="list-style-type: none"> <li>• Delivering Quality Services Project – the demand management approach to shift demand to more efficient methods of service delivery – online and automation (Interactive Voice Response). A savings target of £100k p.a. has already been included within the MTFS together with reduced CRM costs of £62k p.a. from 2019/20;</li> <li>• Recruitment freeze – where possible, temporary 12 month</li> </ul>	<p>There is a high degree of uncertainty arising from the work progressing with regard to business rates retention (and the associated impact on the Council's business rates income and associated baseline and tariff levels), the 'Fair Funding Review' as well as the planned Business Rates Reset which will also take effect from 2020/21.</p> <p>The Council is responding to these challenges by considering the opportunities to grow our income. We are ambitious with our commercial view and will continue to work hard to identify income streams that enable us to continue to meet the needs of our residents.</p> <p>We continue to invest in our teams, transform our processes and ensure our technology infrastructure is fit for purpose. We have identified a number of opportunities to improve customer access to</p>

No	Issue	Action 2017/18	Update 2018/19
		<p>appointments are now only being made; there is a robust challenge / re-justification process in place for all vacant posts with a requirement to investigate alternative options including restructuring to fill vacancies / looking at what we can stop doing. This means we have the opportunity to increase the vacancy allowance from 5% to 7.5% c. £45k p.a. year on year for the General Fund (£14k p.a. – HRA); It should be noted that staffing in some services e.g. planning, are key to the delivery of the Council’s economic growth agenda and have significant demand from the public and local businesses but can also experience severe recruitment difficulties – which may lead to the use of market supplements to attract staff.</p> <ul style="list-style-type: none"> <li>• Spend freeze – Managers have previously been required to restrict / limit spending to</li> </ul>	<p>information and services as well as our engagement with our citizens and the way in which we manage our data and information.</p> <p>Linked with this, a major ‘Delivering Quality Services’ project will incorporate a review of processes and demand, with the aim of re-designing processes to meet changing customer expectations and making the best use of technology to deliver efficient and effective services to the customer, including self-service and digital functionality.</p> <p>Work is continuing on a number of actions to address the financial position in future years:</p> <ul style="list-style-type: none"> <li>• Recruitment freeze – there is a robust challenge / re-justification process in place for all vacant posts with a requirement to investigate alternative options including restructuring to fill vacancies / looking at what we can stop doing;</li> <li>• Spend freeze –A review of the underspend position has been undertaken with a view to drive out as many savings as possible – and has identified annual savings of c.£450k p.a. from 2019/20.</li> </ul>

No	Issue	Action 2017/18	Update 2018/19
		<p>essential spend only (there was a £1.6m underspend in 2016/17 – although the majority was windfall income, c. £0.57m was lower level underspend). Savings of over £150k p.a. have been included within the MTF5;</p> <ul style="list-style-type: none"> <li>• Alternative investment options arising from the Commercial Investment Strategy (as well as the Treasury Management Investment Strategy, including any prudential borrowing opportunities) to generate improved returns of c. 5% p.a. (plus asset growth) including: <ul style="list-style-type: none"> <li>○ Set up of trading company to develop new income streams;</li> <li>○ Local investment options – Lower Gungate / Solway Close development including the potential to drawdown funding from the Local Growth Fund / Local</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Alternative investment options arising from the Commercial Investment Strategy (as well as the Treasury Management Investment Strategy) to generate improved returns of c. 4% to 5% p.a. (plus asset growth);</li> <li>• Review of reserves (including ensuring adequate provision for the funding uncertainties) / creation of fund for transformation costs (if needed);</li> <li>• Targeted Savings – to identify potential areas for review in future years; and</li> <li>• Review and rationalisation of IT systems.</li> </ul>

No	Issue	Action 2017/18	Update 2018/19
		<p>Enterprise Partnerships (GBS and Staffordshire);</p> <ul style="list-style-type: none"> <li>○ Investments in a Diversified Property Fund;</li> </ul> <p>Note: these would represent long term investments of between 5 – 10 years (minimum) in order to make the necessary returns (after set up costs).</p> <ul style="list-style-type: none"> <li>• Review of reserves / creation of fund for transformation costs (if needed), and</li> <li>• Targeted Savings – to identify potential areas for review in future years.</li> </ul> <p>Uncertainty remains over the work progressing with regard to business rates retention (and the associated impact on the Council's business rates income and associated baseline and tariff levels) – it has recently been announced that Councils will be able to</p>	

No	Issue	Action 2017/18	Update 2018/19
		<p>retain 75% of business rates collected from 2020/21 rather than 100% as previously planned. In addition, the Government are also consulting on a review of the distribution methodology, the 'Fair Funding Review' as well as the planned Business Rates Reset (when a proportion of the growth in business rates achieved since 2013/14 will be redistributed) - both of which will also take effect from 2020/21. <b>There is a high risk that this will have a significant effect on the Council's funding level from 2020/21;</b></p>	
2	<p><b>Regeneration/Capital Projects</b></p> <p>The Authority needs to ensure that capital projects are managed effectively to ensure that they are delivered and grant monies are spent appropriately and timely.</p> <p>There is a risk that developers will not develop timely in accordance with the Local</p>	<p>Significant re-profiling of capital scheme spend is forecast for 2017/18 into 2018/19 – c.£20m relating mainly to Housing Regeneration Schemes, works to High Rise flats and the works at the Assembly Rooms.</p> <p>The majority of this is beyond the control of the Council and has been forecast with the reasons understood.</p>	<p>Significant re-profiling of capital scheme spend is forecast for 2018/19 into 2019/20 – c.£39m relating mainly to Housing Regeneration Schemes, works to High Rise flats, Commercial Investments and the works at the Assembly Rooms.</p> <p>The majority of this is beyond the control of the Council and has been forecast with the reasons understood.</p>

No	Issue	Action 2017/18	Update 2018/19				
	Plan need.	<p>It is anticipated that this spend will now occur during 2018/19 with firm plans in place for such but the situation will be closely monitored and any potential issues will be highlighted at the earliest opportunity.</p> <p><b>Review of Asset Holdings and Asset Management Plan</b></p> <p>The Council's Asset Management Plan will be reviewed on an ongoing basis. This will identify any assets held by the Council that are no longer either required or fit for purpose and appropriate recommendations made regarding retention for alternative use or disposal.</p> <p>The Corporate Asset Management Strategy was last updated in 2015 relating to the following assets:</p> <table border="1" data-bbox="734 1169 1285 1318"> <thead> <tr> <th data-bbox="734 1169 1061 1246">Asset Description</th> <th data-bbox="1061 1169 1285 1246">Value (31/03/15)</th> </tr> </thead> <tbody> <tr> <td data-bbox="734 1246 1061 1318">Investment Properties</td> <td data-bbox="1061 1246 1285 1318">£14,588,052</td> </tr> </tbody> </table>	Asset Description	Value (31/03/15)	Investment Properties	£14,588,052	<p>It is anticipated that this spend will now occur during 2019/20 with firm plans in place for such but the situation will be closely monitored and any potential issues will be highlighted at the earliest opportunity.</p> <p>As part of the MTFs, Council in February 2019 approved the Capital Strategy which sets out the Council's approach to capital investment and the approach that will be followed in making decisions in respect of the Council's Capital assets.</p> <p>Capital investment is an important ingredient in ensuring the Council's vision is achieved and given that capital resources are limited it is critical that the Council makes best use of these resources – including the development of a long term strategic plan to address the identified maintenance and repairs backlog for corporate assets.</p> <p>The Tinkers Green and Kerria regeneration project is progressing in line with an agreed project programme. There will almost certainly be a notional underspend at the end of the project due to the successful Homes England grant funding for the project, there will also be a re-profiling of the overall budget to reflect the actual project programme.</p> <p>The Business Plan for 2019/20 makes provision for a</p>
Asset Description	Value (31/03/15)						
Investment Properties	£14,588,052						

No	Issue	Action 2017/18		Update 2018/19
		Land and Buildings	£6,537,500	new Asset Management Strategy linked with the Capital Finance strategy, this is due to be in place for the 3 <sup>rd</sup> quarter of 2019/20 with implementation plans to follow.
		<b>Total</b>	<b>£21,125,552</b>	
		<p>It details an estimated 10 year maintenance cost for each asset <b>(totalling c.£8m)</b> based on the inspections that had been undertaken.</p> <p><b>Long Term Strategic Plan</b></p> <p>It has been identified that the Council, through the Corporate Capital strategy and through the development of a long term strategic plan, needs to take a longer-term view of the assets required to deliver its Corporate Plan priorities and to support its Medium Term Financial Strategy (MTFS), including spend required (and associated potential funding streams) to address the identified maintenance and repairs backlog for corporate assets.</p>		

No	Issue	Action 2017/18	Update 2018/19
3	<p><b>Disabled Facilities Grants</b></p> <p>There is a risk that the Authority will not be fully funded to deliver the need for Disabled Facilities Grants.</p>	<p>The contract for delivery of the pan-Staffordshire delivery of DFG's has now been tendered, evaluated and the contract awarded for delivery commencing 1<sup>st</sup> April 2018.</p> <p>The pan Staffordshire Partnership Board has been set up which meets quarterly.</p> <p>The allocation of funding for 2018/19 will follow the same principles as for the previous year while the new contract beds in, and will be reviewed in time for 2019/20.</p>	<p>The Staffordshire wide service delivery model is up and running and has ensured that adaptations have been delivered in a timely manner, additional funding was secured from Central Government to allow more applications to be funded, we have also benefitted from additional funding through those authorities in the partnership whose budgets exceed demand. It is not possible to offer any firm assurances in this area as it is anticipated that demand will continue to exceed the annual budget allocation through Central Government. It is understood that there will be a national review of the DFG programme at some point (delayed by Brexit), the outcome and implications of which will be reported once known and understood.</p>
	<p><b>Senior Management Review</b></p> <p>The Authority has commenced the first phase of the Senior Management Review. This has meant that the most senior managers in the organisation have been offered the option to explore</p>	<p>The Authority will continue to monitor and assess the capacity to deliver services taking into account Delivering Quality Services.</p>	<p>The organisation has now completed its senior management review and all posts were appointed. Since that time a number of vacancies have arisen and as mentioned above a range of solutions to filling said vacancies are currently being explored. In the meantime to ensure capacity is achieved a range of short term solutions are also being explored and / or</p>

No	Issue	Action 2017/18	Update 2018/19
	<p>voluntary redundancy. This is because we need to reduce the number of senior managers in order to meet budget deficits. All applications for voluntary redundancy together with the supporting business cases will be considered to see what impact they will have on the organisation which will help to shape a potential new leaner senior management structure. However, we have recognised there is a risk in the capacity to deliver services with a reduction in staffing numbers.</p>		<p>are already in place</p>
	<p><b>GDPR</b></p> <p>Whilst activity has progressed around the implementation of the organisation's response to the General Data Protection Regulations (GDPR), there are still significant risks around potential data loss resulting in a significant fine and reputational damage.</p>	<p>A Project Group has been formed to manage the implementation of GDPR. Awareness has been raised through corporate communications, specialist staff have been trained to practitioner level to ensure local knowledge for the implementation and subsequent maintenance. Mandatory training is being developed for all staff.</p>	<p>The DPO will continue to progress the implementation of GDPR throughout the authority, with regular updates to the Head of Information &amp; Technology and Assistant Director – People. Awareness of the authority's obligations under the GDPR will continue to be communicated through corporate communication channels.</p>

No	Issue	Action 2017/18	Update 2018/19
	<p data-bbox="271 285 663 316"><b>Welfare &amp; Benefit Reform</b></p> <p data-bbox="271 357 707 647">There is a risk of reduced income corporately due to welfare reform changes (including council tax support scheme and Universal Credit with further austerity measures from the Welfare reform Act 2015).</p> <p data-bbox="271 655 707 1086">As well as the potential for reduced income and an increase in bad debts, there are additional impacts arising from increased needs in services – eg homelessness, requirement for additional support to vulnerable people, increased issues of ASB etc meaning an increase in demand on 3<sup>rd</sup> sector and statutory agency services.</p>	<p data-bbox="725 395 1290 794">The Authority will continue to proactively manage and monitor corporate income levels on a monthly basis and report this to CMT. Staff will be trained to deal with the impact and we will be commissioning 3<sup>rd</sup> sector support as well as providing additional resources in key service areas. In addition, we will provide financial advice and support for vulnerable clients.</p>	<p data-bbox="1308 322 2085 906">The Council has experienced an impact from Welfare Benefit Reform and is able to evidence an increase in rent arrears to the implementation of Universal Credit. A Corporate Working Group has been established to ensure an organisation wide approach and the Council has been pro-active in seeking positive working relationships with DWP. The issue has been the subject of examination by the Council's scrutiny committees. Any impact in relation to homelessness has been less apparent and the Council has been successful in its proactive approach to implementation of the Homelessness Reduction Act and has achieved a significant reduction in the use of bed and breakfast accommodation thereby reducing costs and social harm.</p>