



A meeting of the **CORPORATE GOVERNANCE COMMITTEE** will be held in **CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, CAMBS, PE29 3TN** on **WEDNESDAY, 20 MARCH 2024** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

## **AGENDA**

### **APOLOGIES**

#### **1. MINUTES**

To approve as a correct record the Minutes of the meeting of the Committee held on 24th January 2024 – TO FOLLOW.

**Contact Officer: Democratic Services - (01480) 388169**

#### **2. MEMBERS' INTERESTS**

To receive from Members declarations as to disclosable pecuniary, other registerable and non-registerable interests in relation to any Agenda item. See Notes below.

**Contact Officer: Democratic Services - (01480) 388169**

#### **3. CORPORATE RISK REGISTER (Pages 5 - 20)**

To consider a report by the Director of Finance and Corporate Resources on the latest Corporate Risk Register.

**Contact Officer: Karen Sutton 01480 387072**

#### **4. IMPLEMENTATION OF INTERNAL AUDIT ACTIONS (Pages 21 - 28)**

To consider a report by the Director of Finance and Corporate Services providing an update on the implementation of audit actions.

**Contact Officer: Karen Sutton 01480 387072**

**5. CORPORATE GOVERNANCE COMMITTEE PROGRESS REPORT (Pages 29 - 32)**

To receive the Corporate Governance Committee Progress Report.

**Contact Officer: Democratic Services - (01480) 388169**

12 day of March 2024

*Michelle Sacks*

Chief Executive and Head of Paid Service

**Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests.**

Further information on [Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests is available in the Council's Constitution](#)

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**Please contact Democratic Services, Tel: (01480) 388169 / email: [Democratic.Services@huntingdonshire.gov.uk](mailto:Democratic.Services@huntingdonshire.gov.uk) if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.**

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the [District Council's website](#).

**Emergency Procedure**

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

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**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Corporate Risk Register

**Meeting/Date:** Corporate Governance Committee – 20th March 2024

**Executive Portfolio:** Executive Councillor for Customer Services, Councillor Stephen Ferguson

**Report by:** Karen Sutton, Director of Finance & Corporate Resources

**Ward(s) affected:** All

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### **Executive Summary:**

The Committee has requested the latest version of the Corporate Risk Register be presented at each Committee meeting.

### **Recommendation:**

The Cabinet is

### **RECOMMENDED**

To consider the report, the risks to the organisation and if these are being managed in line with the Risk Management Strategy.

## **1. PURPOSE OF THE REPORT**

- 1.1 To inform the Committee of the Corporate Risk Register.

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

- 2.1 Effective Risk Management is a critical part of the organisation's governance. The Risk Register identifies those areas where the Council should take action to mitigate its exposure and informs the annual plan for Internal Audit. More information on this can be found in the Council's Risk Management Strategy.
- 2.2 The Committee requested that the Corporate Risk Register be presented at each meeting.

## **3. REASONS FOR THE RECOMMENDED DECISIONS**

- 3.1 The Committee is asked to consider the report, the risks to the organisation, and if these are being managed in line with the Risk Management Strategy to demonstrate its effectiveness.

## **4. LIST OF APPENDICES INCLUDED**

Appendix A – Corporate Risk Register – January CGC  
Appendix B – Heat map of Corporate Risks  
Appendix C – Explanation of Risk Register terms

## **CONTACT OFFICER**

Name/Job Title: Karen Sutton, Director of Finance & Corporate Resources  
Tel No: 01480 387072  
Email: [Karen.Sutton@Huntingdonshire.gov.uk](mailto:Karen.Sutton@Huntingdonshire.gov.uk)

Risk Area	Sub Risk Area	Risk Ref	Risk Title	Cause, Event, Effect	Inherent Risk Priority (IL x II)	Risk Control / Mitigation	Residual Risk Priority (RL x RI)	Action Required
**Corporate Risks**	Financial and Resources	288	Financial strain and uncertainty impacting service delivery	<p>CAUSE: Unprecedented impacts from Covid and Brexit, challenging accurate forecasting of potential shifts in consumer and business behaviour and income projections.</p> <p>EVENT: insufficient resources to make necessary decisions, hindering appropriate planning</p> <p>EFFECT: Fluctuations in income, necessitating a responsive approach to potential reductions of incre</p>	L = 4 I = 4 Very High (16)	<p>Strategic focus on value for money, cost control and income maximisation. Strategic priority to carefully consider expenditure for non-statutory services and maximise income for commercial interests. - Move from net budget reporting to a focus on income and expenditure separately.</p> <p>Regular budget monitoring and escalation is a key control measure.</p> <p>In year this includes an in principal decision to charge for garden waste, and a robust focus on income and numbers in one leisure service plan, alongside the continued commercialisation of traded services such as CCTV, trade waste and the development of new traded services is key. Consider ways of delivering services in more effective</p> <p>Timely monitoring and escalation of variances against income forecasts, for corrective action to budget holders, with appropriate oversight by SLT. That we recognise and respond to the risk of Covid changing behaviours, as well as broader macro economic threats of people having less ability to pay. Better marketing and understanding of consumer priorities to protect and grow income streams.</p>	L = 2 I = 4 High (8)	Regular reporting to SLT, and timely forecasting to service managers.
**Corporate Risks**	Financial and Resources	289	Increased demand straining council finances	<p>CAUSE: Growing population from housing growth, impacts of an ageing population, economic pressures (inflation, cost of living), and broader effects of covid and brexit.</p> <p>EVENT: Strain on revenue budget, risking overspend, requiring additional resources, or necessitating a reduction in performance standards to manage the surge in demand.</p> <p>EFFECT: Increased strain on the Council's revenue budget.</p>	L = 3 I = 5 Very High (15)	<p>Service planning, monitoring of development activity, active management of demand and the prompt escalation of deviations from the predicted norm.</p> <p>To actively track key risk and high cost services through our refreshed performance management process enabling prompt action to be taken. To actively seek to redesign this via resourcing and leading a key change programme which reviews the way we support residents in need across a range of local providers - Financial vulnerability project. This will see us work with partners to review and define working, particularly around financial distress. Seeking to develop more holistic support which address root causes and prevent issues escalating. Climate Change Strategy Action Plan. Challenge our partners to demonstrate they are tackling these risks in an effective manner to mitigate the risk implications for us.</p>	L = 3 I = 4 High (12)	
**Corporate Risks**	Financial and Resources	345	Resource Shortage Risk: Hindrance to Housing Ambitions	<p>CAUSE: Council lacks sufficient resources to fulfill housing goals.</p> <p>EVENT: Inadequate resources to achieve the Council's housing plans.</p> <p>EFFECT: Struggle to meet housing targets, potential..</p>	L = 3 I = 4 High (12)	<p>To seek opportunities for external funding, to support housing initiatives. To maintain the delivery of affordable properties as part of new developments. To bring forward an updated housing strategy.</p>	L = 3 I = 3 High (9)	

Risk Area	Sub Risk Area	Risk Ref	Risk Title	Cause, Event, Effect	Inherent Risk Priority (IL x II)	Risk Control / Mitigation	Residual Risk Priority (RL x RI)	Action Required
**Corporate Risks**	Financial and Resources	348	Funding Gaps and Operational Disruptions: Impacts of National Policy Changes	<p>CAUSE: Introduction of new national policies lacking sufficient funding or disrupting council plans.</p> <p>EVENT: Implementation of new national policies affecting various aspects of council.</p> <p>EFFECT: Financial strain, potential disruptions in community services, challenges in achieving council goals, and the risk of legal issues for non-compliance with the introduced policies.</p>	L = 3   = 5 Very High (15)	"Actively monitoring government circulars, and being active members in Green paper consultations (either separately as a district or wider collaboration with CC and/or CPCA), participation in webinars, guidance updates, discussion groups on emerging policy. Working with politicians to lobby for agendas that have the greatest impact on us and take an active role to ensuring policy changes have the least negative or greatest positive impact for Hunts. Consider ways in which we can work jointly with partners to minimise the cost of administering these duties."	L = 3   = 4 High (12)	
**Corporate Risks**	Financial and Resources	350	General Election 2025 - Legislative Changes Impact	<p>CAUSE: Potential disruption to program plans due to expected legislation changes being halted, delayed or altered.</p> <p>EVENT: General Election 2025 affecting legislative processes and outcomes.</p> <p>EFFECT: Significant impacts on HDC, potentially leading to disruptions, delays or changes in the implementation of program plans due to altered legislation.</p>	L = 3   = 3 High (9)		L = 3   = 3 High (9)	



Risk Area	Sub Risk Area	Risk Ref	Risk Title	Cause, Event, Effect	Inherent Risk Priority (IL x II)	Risk Control / Mitigation	Residual Risk Priority (RL x RI)	Action Required
**Corporate Risks**	Information and Technology	301	Cybersecurity Risk: Growing Threat Landscape and Vulnerabilities	<p>CAUSE: Surge in attempted cyber attacks, identification of high-profile vulnerabilities in our supply chain and integrated applications, and insufficient cybersecurity measures, staff awareness, and training.</p> <p>EVENT: Increasing reliance on technology amplifies the potential impact of a cyber attack on our ability to deliver services, leading to reputational damage, financial penalties, data breaches, and potential significant downtime with data loss or encryption.</p> <p>EFFECT: Substantial consequences on our business operations, including reputational damage, financial losses, potential data breaches, and significant downtime, potentially leading to data loss or encryption.CAUSE: Surge in attempted cyber attacks, identification of high-profile vulnerabilities in our supply chain and integrated applications, and insufficient cybersecurity measures, staff awareness, and..</p>	L = 4 I = 5 Very High (20)	<p>1. services to each develop and evidence (via review by ICT/HR and emergency planning) a sound Business Continuity Plan for continued operations in the event of a cyber event that results in a) total loss of all ICT for a period of 2-3 weeks. No laptops, no network, no local applications, no cloud applications, no printing, no mobile CA (just SMS and calls) b) minimal ICT (internet access, some cloud hosted applications and some laptops/printing for 2-3 months) c) longer term BCP for on site hosted applications being out of action for 6 months+ This is to include support services BCP for HR/Payroll (how will we pay staff and support them), Comms (how to plan for external comms around event)</p> <p>Expansion of ICT procurement advice to enforce mandatory minimum cyber requirement for new software. (Not just buy the incumbent providers option if they don't meet cyber requirements)</p> <p>Investment in dedicated cyber security team.</p> <p>Investment in SIEM monitoring software. which is providing additional monitoring and alerting capabilities.</p> <p>See ICT service plan - Work is being undertaken with DLUHC and the Cyber (security) Assessment Framework has progressed well and the new security monitoring solution has completed the installation phase has now moved to the configuration and implementation phases. Continued benchmarking against NCSC ten step approach, and monitoring by dedicated cyber security lead. At an operational level annual staff training and focus on specific actions via the compliance task list, the delivery of lunch and learn sessions and information on intranet pages/ regular reminders in staff communications etc. To bring forward targeted updates on a measured risk basis, if cyber threat incidents or risks emerge. Maintain the CPLRF Cyber Resilience plan with partners and exercise at appropriate intervals</p> <p>Undertaking of cyber breach exercise to test preparedness.</p> <p>Use and monitoring of the NCSC ten step cyber security process. Investment in dedicated cyber security team. Quarterly reports on NCSC 10 steps assessments are circulated to Shared services board, IG board and this quarter (Q2 23/24 - a more detailed briefing / presentation was done for OGC.</p>	L = 3 I = 5 Very High (15)	<p>More training and familiarity activity for staff. More BCP planning for services and organisationally.</p> <p>Recruitment and embedding of the dedicated Cyber Security resource + agreeing a programme of work fr the first 12 months.</p> <p>NCSC 10 steps risk management process to be implemented and embedded as part of standard working practices. Reporting to be refined to provide regular information ad updates to Shared Services board and the IG boards.</p> <p>ICT and Procurement teams are working together to ensure ICT requirements - such as cyber security, continuity and availability, etc are covered appropriately as part of procurement processes going forward. This should be a standard ICT requirement / part of the system specification.</p> <p>All service areas have been asked to review and update their BC plans (e.g. in the event of an incident that impacts the availability and security of ICT services). This is being monitored through the current set of service plans which are in the process of being peer reviewed)</p> <p>Investment in to SIEM implementation and adoption - Time, funding and resource is needed for FY 22/23 and beyond.</p>

Risk Area	Sub Risk Area	Risk Ref	Risk Title	Cause, Event, Effect	Inherent Risk Priority (IL x II)	Risk Control / Mitigation	Residual Risk Priority (RL x RI)	Action Required
**Corporate Risks**	Information and Technology	339	Major ICT Failure Risk: Disruption to Council Operations	<p>CAUSE: Significant failure in the council's information technology (ICT) systems.</p> <p>EVENT: Major breakdown or malfunction in the council's ICT infrastructure or services.</p> <p>EFFECT: Severe disruption to council operations and services, potential data loss, service delays, and communication challenges.</p>	L = 3 I = 4 High (12)	To reduce the risk of failure have existing steps & resources in place (dedicated network roles, security systems, UPS and generator power back-up etc)). Delivery of new peices of work that reduce the level of risk (e.g migration to new version of NSX in Q2 23/24 to improve service failover performance). Exisiting mitigations include, data centre split over 2 separate sites, immutable back-ups in place, separate systems management network to provide resilience in the event of high order failure, contract in place for 4 hour response if hardware replacement required due to faults. Data Centre software support in place. Regular maintenance in place to keep system updated and patched. In the event of failure to have organisational BCP measures and the identification of BCPs in service plans for 23/24. ICT are also performing their own BCP cyber related exercise and the outputs of that will be key to inform what and how services deliver their own BCP.	L = 3 I = 3 High (9)	
**Corporate Risks**	Information and Technology	340	Information Breach Risk: Weakness in Data Security	<p>CAUSE: Potential weakness in the council's data security measures.</p> <p>EVENT: Significant breach of council information, involving unauthorized access or data theft.</p> <p>EFFECT: Exposure of sensitive information, legal consequences, financial losses, and damage to the council's reputation.</p>	L = 3 I = 4 High (12)	Refresh of Information Governance arrangements - with focus on in service arrangements. Continued operation of compliance checklist and new assurance board to ensure more focus and accountability on compliance actions. To continue a focus on training, education and support for all staff (perm, FTC, contractors, agency etc) is paramount for mitigating this risk. To refresh IG management plans across all services supported by dedicated IG resource. Monitoring of performance in responding to FoI by SIRO to identify any services areas that present a performance risk and escalate where necessary	L = 3 I = 3 High (9)	
**Corporate Risks**	Legal and Contractual	294	Weak Contract and Account Management Risks Financial Inefficiency and Business Needs	<p>CAUSE: Lack of documented processes, staff training, and consequences for non-compliance with codes/policies, leading to inadequate skills, poor planning, and time pressures.</p> <p>EVENT: Potential for unregulated providers, weak financial appraisals, and inefficient procurement, resulting in poor value for money and risks of non-delivery.</p> <p>EFFECT: Legal action from suppliers, reputational damage, financial penalties, poor value goods/services, and potential danger to customers/community</p>	L = 3 I = 3 High (9)	<p>Clearly defined processes.</p> <p>Refresh of our procurement framework. Refresh of our Social value policy. Additional resource placed in procurement. Lunch and learn sessions for staff. Promotion of Code of Procurement, use of TechOne for raising and approving purchase orders and reporting on non compliance around these areas. Promoting the completion of a contracts' register.</p> <p>Routine evaluation of procurement practice through audit activity.</p> <p>Training of all budget holders in procurement practices</p>	L = 2 I = 3 Medium (6)	Review procurement training and processes.

Risk Area	Sub Risk Area	Risk Ref	Risk Title	Cause, Event, Effect	Inherent Risk Priority (IL x II)	Risk Control / Mitigation	Residual Risk Priority (RL x RI)	Action Required
**Corporate Risks**	Operating Environment	305	Unforeseen Events Risk: External Factors and Civil Contingencies	<p>CAUSE: Increasing Cyber Security threats, global pandemics like Covid, and climate change-related weather events pose risks of significant, unplanned events.</p> <p>EVENT: Unforeseen events with a direct impact on the organization or the area, requiring a Council response.</p> <p>EFFECT: Uncertain but potentially significant impacts on resources (income/funding), increased demand, and disruptions to planned methods of delivery (people, process, or technology).</p>	L = 3   = 4 High (12)	<p>good visibility of risk register across organisation.</p> <p>Effective Business Continuity and Emergency Plan. Planning and training for a range of eventualities should hopefully provide us with options for response even if the exact risk is not entirely forecast.</p> <p>Gold, silver duty rotas, training for SLT on duty rota, lessons learnt form bronze response etc To continually reflect and improve emergency planning arrangements. Horizon scanning and planning work via quarterly formal attendance at CPLRF forum at Exec level, allied to monthly attendance at Bronze level for tactical Emergency Planners and direct financial contribution to the CPFRL partnership to fund resources that operate across the partnership</p> <p>Horizon scanning to ensure early sight of any obvious changes</p> <p>Local Resilience Forum training and development, including use of lessons learned</p> <p>Regular review of risk register.</p>	L = 3   = 3 High (9)	
**Corporate Risks**	Operating Environment	308	Public Sector Partnership Risk: Financial Burdens and Delivery Impact	<p>CAUSE: Reduction in central government funding combined with demographic and other pressures, leading to potential risks of decisions by one partner impacting the costs or sustainability of another.</p> <p>EVENT: Transfer of demand among agencies due to reduced input in communities, creating challenges in controlling additional demand and budget pressures.</p> <p>EFFECT: Financial and capacity impacts on the authority, potential compromise of services to the public, and increased costs falling on the Council, as all partners experience significant changes and pressures.</p>	L = 3   = 5 Very High (15)	<p>Using evidence base to identify areas of greatest need (e.g. Covid impact assessment/ Joint Strategic Needs Assessment).</p> <p>Additional burdens funding sought and chased, pursue closer alignment with partners to understand early these pressures and impacts, strategic alignment with partners to share costs (across neighbouring councils or other public sector organisations), regular review/ analysis of 'state of the district' data and demand on HDC service to be able to track and respond quickly</p> <p>Develop a multi agency approach, working closer with partners, communities and other stakeholders to deliver shared Huntingdonshire priorities.</p> <p>Development of a new Huntingdonshire Place Strategy used to provide shared aims, priorities, outcomes and actions.</p> <p>Identification of partners priorities and their delivery across partnerships e.g. Joint Health and Well Being Strategy.</p> <p>Investing senior officer time in strategic and partnership forums to support delivery of better outcomes &amp; system wide improvements.</p> <p>Investing senior officer time in understanding partner issues, and looking to support partners with these issues (e.g. supporting strategy development, senior recruitment, address budget issues).</p>	L = 3   = 4 High (12)	Huntingdonshire Place Strategy adopted end 22/23.

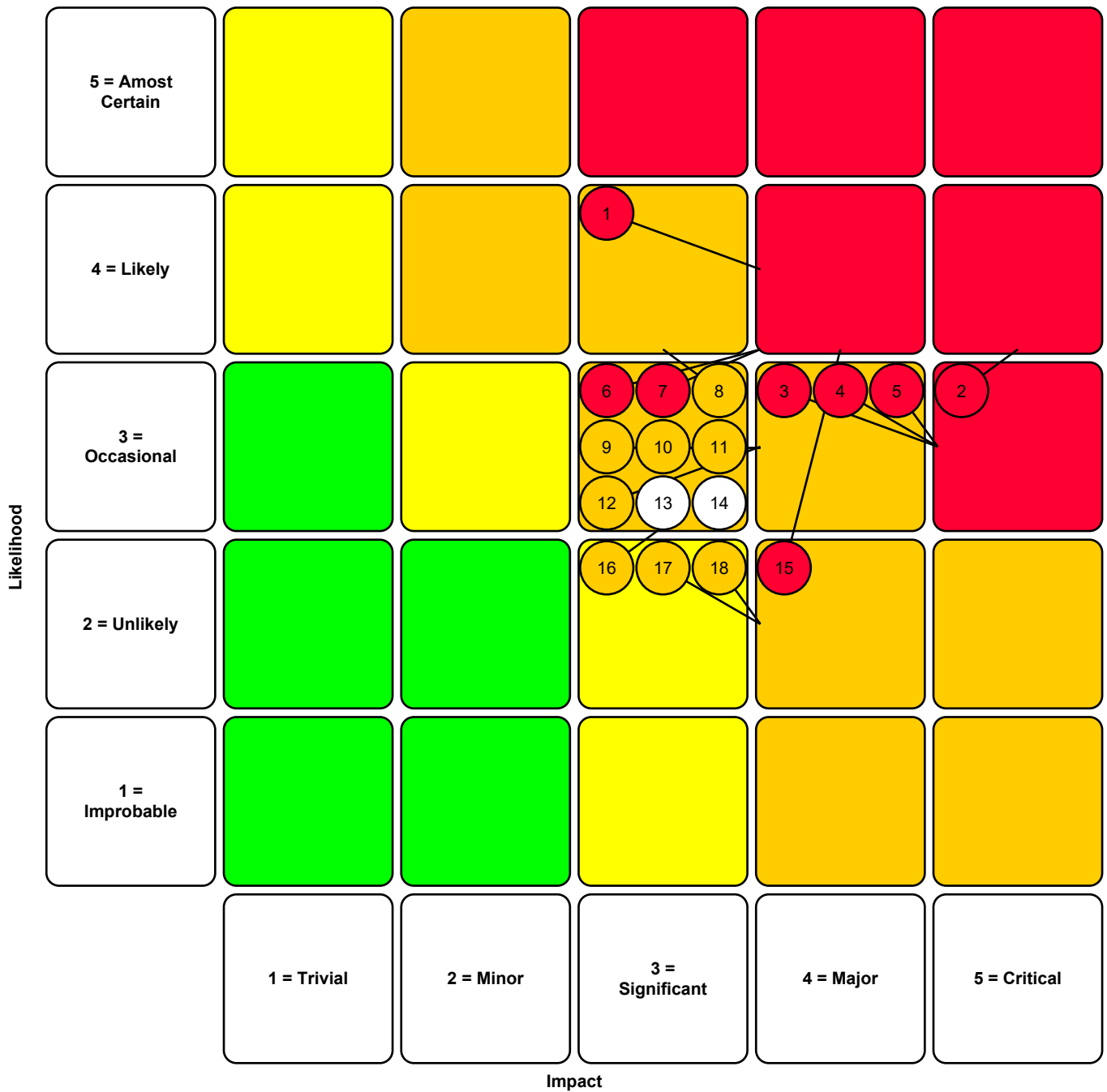
Risk Area	Sub Risk Area	Risk Ref	Risk Title	Cause, Event, Effect	Inherent Risk Priority (IL x II)	Risk Control / Mitigation	Residual Risk Priority (RL x RI)	Action Required
**Corporate Risks**	Operating Environment	341	Industrial Action Risk: Disruption to Service Delivery	<p>CAUSE: Workforce dissatisfaction or disagreement on employment issues like wages or working conditions.</p> <p>EVENT: Initiation of industrial action, including strikes or other forms of labor protests.</p> <p>EFFECT: Impact on service delivery and corporate plan objectives due to disruptions caused by the industrial action.</p>	L = 4   = 3 High (12)	Open and transparent conversations about pay with staff and their representatives, being clear on the cost and implications of demands. The development and maintenance of business continuity plans in the event of industrial action, to seek to mitigate the impacts. Proactive communication with residents and communities who could be impacted in the event of the threat of industrial action. The co-production with the workforce of a Workforce Strategy to prepare the Council for the changing skills needed in our future workforce, and to ensure that we can continue to attract, retain and nurture talent.	L = 3   = 3 High (9)	
**Corporate Risks**	Operating Environment	342	Shared Service Breakdown Risk: Disruption to IT Services	<p>CAUSE: Breakdown in relations between the council and 3C shared service partners.</p> <p>EVENT: Significant deterioration in the working relationship and cooperation between the council and 3C shared services.</p> <p>EFFECT: Disruption of IT services and projects, potentially resulting in IT failures, project delays, and increased costs for the council.</p>	L = 2   = 4 High (8)	Re-baselining of all ICT costs currently underway. Strategic conversations about the future direction of ICT scheduled for 2023, to clarify requirements and service expectations going forward. Active review of partnership working between three councils also being proposed. Regular board meetings between all parties to discuss/resolve issues and ensure services being delivered are still relevant and effective. Dispute resolution protocols.	L = 2   = 3 Medium (6)	
**Corporate Risks**	Operating Environment	347	Development Management Risk: Impaired Achievement of Commitments	<p>CAUSE:: Council lacks skills and/or resources for economic growth in the District.</p> <p>EVENT:: Failure to achieve housing, economic growth, and environmental commitments.</p> <p>EFFECT: Non-achievement of NNDR funding growth, unmet resident outcomes, and a threat to the future prosperity of the district.</p>	L = 4   = 4 Very High (16)	Undertake the Development Management Improvement programme to improve the performance of the planning service To continue enhanced performance management activity and focus on maintaing capacity in the team. "	L = 3   = 3 High (9)	
**Corporate Risks**	People	292	Council capacity and focus risks for corporate plan delivery	<p>CAUSE: inability to effectively manage diverse programmes and change projects, leading to challenges in achieving MTFS financial targets and improved resident outcomes. Causes include ineffective resource management, poor performance monitoring, unclear corporate priorities, and a lack of alignment between work</p>	L = 4   = 4 Very High (16)	<p>* Strengthen linkage between strategic and corporate priorities and programmes and projects delivered.</p> <p>*Ongoing review of Corporate priority programmes, projects &amp; activities, including use of internal audit and external consultants. *Ongoing review of the Council's approach to programme and project management ensuring a significant focus on delivery across the whole Council.</p> <p>*All SLT members advocates and champions of adopted, proportionate and risk based approach. *Ongoing review of corporate officer governance.</p>	L = 3   = 3 High (9)	<p>*Spring 22 SLT restructure</p> <p>* New approach to 22/23 Service Plans established by end March 22.</p> <p>*Q1 22/23 implementation of SLT re-structure.</p> <p>*By end Q322/23 review of internal officer governance completed.</p>

Risk Area	Sub Risk Area	Risk Ref	Risk Title	Cause, Event, Effect	Inherent Risk Priority (IL x II)	Risk Control / Mitigation	Residual Risk Priority (RL x RI)	Action Required
				<p>alignment between their programs and local service plans.</p> <p>EVENT: difficulty unifying and managing various programs, hindering the delivery of MTFS financial targets and improved outcomes. Adverse impacts on the local community, reputational damage, site-based working instead of collaboration, delayed improvements, and resources not allocated strategically.</p>		<p>New corporate plan developed and endorsed by Full Council in line with the clear objectives of the Council and clarity of actions being developed to deliver this, and alignment of MTFS against this. With clear and transparent quarterly reporting regime against this. Refreshed project oversight to monitor and deliver outcomes.</p>		

Risk Area	Sub Risk Area	Risk Ref	Risk Title	Cause, Event, Effect	Inherent Risk Priority (IL x II)	Risk Control / Mitigation	Residual Risk Priority (RL x RI)	Action Required
**Corporate Risks**	People	346	Workforce Recruitment and Retention Challenge	<p>CAUSE: Council faces difficulties in attracting and retaining well-trained staff.</p> <p>EVENT: Challenges in recruiting and retaining staff with the required skills and training.</p> <p>EFFECT: Potential workforce gaps leading to delays, diminished service quality, and difficulties in fulfilling various duties for the council.</p>	L = 4 I = 4 Very High (16)	To deliver a renewed Workforce Strategy to prepare the Council for the changing skills needed in our future workforce, and to ensure that we can continue to attract, retain and nurture talent. To bring forward a new communications strategy which includes consideration of how to market HDC to potential employees. To reinvigorate the Employee Reps group, so that employees have a greater sense of involvement in, and commitment to, the organisation.	L = 4 I = 3 High (12)	
**Corporate Risks**	Policy and Process	343	Resource and Process Deficiencies: Hindrance to Council Objectives	<p>CAUSE: Insufficient allocation, planning, governance, or internal processes within the council.</p> <p>EVENT: Inadequacies lead to challenges in fulfilling the council's objectives or legal responsibilities.</p> <p>EFFECT: Council may struggle to achieve goals or fulfill legal duties, potentially resulting in service disruptions, legal issues, and reduced effectiveness.</p>	L = 2 I = 4 High (8)	Review of organisational governance and framework of assurance in place across organisational governance & risk, performance, project and programme delivery, strategic opportunities. ToR and membership reviewed and updated, to ensure Boards have appropriate data to review monthly, are empowered to make mitigation decisions and actively look to review and amend processes in line with emerging impacts, trends and pressures. A refresh of our Emergency Plan and Business Continuity plan activity. Organisation constitution in place that defines delegated authority limits and roles and responsibilities of Officers and Members. To complete senior recruitment .	L = 2 I = 3 Medium (6)	
**Corporate Risks**	Policy and Process	344	Inadequate Internal Reporting: Impeding Timely Response to Resource Challenges	<p>CAUSE: Council's internal reporting lacks speed and coordination.</p> <p>EVENT: Resource shortages or increased demand occur, and the council's reporting systems cannot promptly identify and address issues.</p> <p>EFFECT: Delayed and ineffective responses, making it challenging for the council to address resource shortages or increased demand effectively.</p>	L = 3 I = 3 High (9)	Complete refresh of performance management approach which will focus on more strategic measures and active management of cases that step outside agreed risk parameters. To embed greater focus on income and cost and not just net impact at financial reporting. To fully embed Risk Management thinking so that potential issues are monitored proactively.	L = 3 I = 3 High (9)	

# Risk Movement Report

## Inherent to Residual movement



## Risk Movement Report

Grid #	Risk Ref	Risk Title	Inherent Risk Priority (IL x II)	Residual Risk Priority (RL x RI)
1	346	Workforce Recruitment and Retention Challenge	L = 4 I = 4 Very High (16)	L = 4 I = 3 High (12)
2	301	Cybersecurity Risk: Growing Threat Landscape and Vulnerabilities	L = 4 I = 5 Very High (20)	L = 3 I = 5 Very High (15)
3	308	Public Sector Partnership Risk: Financial Burdens and Delivery Impact	L = 3 I = 5 Very High (15)	L = 3 I = 4 High (12)
4	348	Funding Gaps and Operational Disruptions: Impacts of National Policy Changes	L = 3 I = 5 Very High (15)	L = 3 I = 4 High (12)
5	289	Increased demand straining council finances	L = 3 I = 5 Very High (15)	L = 3 I = 4 High (12)
6	347	Development Management Risk: Impaired Achievement of Commitments	L = 4 I = 4 Very High (16)	L = 3 I = 3 High (9)
7	292	Council capacity and focus risks for corporate plan delivery	L = 4 I = 4 Very High (16)	L = 3 I = 3 High (9)
8	341	Industrial Action Risk: Disruption to Service Delivery	L = 4 I = 3 High (12)	L = 3 I = 3 High (9)
9	340	Information Breach Risk: Weakness in Data Security	L = 3 I = 4 High (12)	L = 3 I = 3 High (9)
10	305	Unforeseen Events Risk: External Factors and Civil Contingencies	L = 3 I = 4 High (12)	L = 3 I = 3 High (9)
11	339	Major ICT Failure Risk: Disruption to Council Operations	L = 3 I = 4 High (12)	L = 3 I = 3 High (9)
12	345	Resource Shortage Risk: Hindrance to Housing Ambitions	L = 3 I = 4 High (12)	L = 3 I = 3 High (9)
13	350	General Election 2025 - Legislative Changes Impact	L = 3 I = 3 High (9)	
14	344	Inadequate Internal Reporting: Impeding Timely Response to Resource Challenges	L = 3 I = 3 High (9)	L = 3 I = 3 High (9)
15	288	Financial strain and uncertainty impacting service delivery	L = 4 I = 4 Very High (16)	L = 2 I = 4 High (8)
16	294	Weak Contract and Account Management Risks Financial Inefficiency and Business Needs	L = 3 I = 3 High (9)	L = 2 I = 3 Medium (6)
17	343	Resource and Process Deficiencies: Hindrance to Council Objectives	L = 2 I = 4 High (8)	L = 2 I = 3 Medium (6)
18	342	Shared Service Breakdown Risk: Disruption to IT Services	L = 2 I = 4 High (8)	L = 2 I = 3 Medium (6)



## Appendix C

### Understanding the Risk Register, A Guide to Terms Used

Term	Meaning
Cause	This describes why a risk might happen e.g., a driver of a car not paying sufficient attention to their driving.
Event	This is what is likely to trigger a risk event e.g., in the same example, this could be the driver hitting another car.
Effect	This describes what is envisaged to happen if the risk occurs e.g., if the driver hit another car, it could cause physical damage and possibly injury to occupants.
Inherent Risk	The inherent risk score is what the risk would be if the organisation did nothing.
Residual Risk	This is what the risk score is anticipated to be once the organisation has taken action to reduce the likelihood or impact of a risk.
Risk Control/Mitigation	<p>This describes the action taken by the organisation to move from the inherent “do nothing” risk to the residual risk e.g., introduce driver awareness and skills training. If risk control action is taken, this is expected to lessen the likelihood or impact of a risk and therefore the residual risk score should be less than the inherent risk score.</p> <p>NB. It is not always possible to take action to mitigate a risk, or the cost of taking mitigating action might exceed the anticipated financial impact of the risk arising.</p>
Risk Score	To help assess the severity of a risk, scores are allocated to it depending upon the expected likelihood or impact, the table below describes these.

Risk Assessment Scoring Matrix:

Likelihood / Frequency	Almost Certain	5	Medium	High	Very High	Very High	Very High
	Likely	4	Medium	High	High	Very High	Very High
	Occasional	3	Low	Medium	High	High	Very High
	Unlikely	2	Low	Low	Medium	High	High
	Improbable	1	Low	Low	Medium	High	High
			1	2	3	4	5
			Trivial	Minor	Significant	Major	Critical
			<b>Impact</b>				

**Likelihood / Frequency**

Alternatively this could be expressed as likely to happen within the next:

- |                           |  |          |
|---------------------------|--|----------|
| <b>5 = Almost Certain</b> | Will definitely occur, possibly frequently.  | Month    |
| <b>4 = Likely</b>         | Is likely to occur, but not persistently.  | Year     |
| <b>3 = Occasional</b>     | May occur only occasionally.   | 3 years  |
| <b>2 = Unlikely</b>       | Do not expect it to happen but it is possible.   | 10 years |
| <b>1 = Improbable</b>     | Can't believe that this will ever happen, but it may occur in exceptional circumstances. | 20 years |

When considering Health & Safety related risks, the likelihood should be expressed as being likely to happen within the next:

- |                       |         |
|-----------------------|---------|
| <b>4 = Likely</b>     | Monthly |
| <b>3 = Occasional</b> | Yearly  |
| <b>2 = Unlikely</b>   | 5 years |

Further advice on assessing Health & Safety risks can be obtained from the Health & Safety Manager

## Impact

Risks will be evaluated against the following scale. If a risk meets conditions for more than one category, a judgement will need to be made as to which level is the most appropriate. For example, if a particular health and safety risk was significant, could result in minor short-term adverse publicity in the local media but had only a trivial financial impact, it might still be categorised as significant.

**1 = Trivial** event or loss, which is likely to:

- cause minor disruption to service delivery on one or two consecutive days, not noticeable to customers.
- increase the Council's net cost over the 5 year medium term financial strategy (MTFS) period by £50,000 or less.
- be managed with no reporting in the local media.
- cause localised (one or two streets) environmental or social impact.

**2 = Minor** event or loss, which is likely to:

- cause minor, noticeable disruption to service delivery on one or two consecutive days.
- increase the Council's net cost over the 5 year MTFS period by more than £50,000 but less than £100,000.
- result in minor short-term (up to a fortnight) adverse publicity in the local media
- \* be a Health and Safety (H&S) concern that results in an injury but 7 days or less off work
- have a short term effect on the environment i.e. noise, fumes, odour, dust emissions etc., but with no lasting detrimental impact

**3 = Significant** event or loss, which is likely to:

- cause disruption for between one and four weeks to the delivery of a specific service which can be managed under normal circumstances.
- affect service delivery in the longer term.
- increase the Council's net cost over the 5 year MTFS period by more than £100,000 but less than £250,000.
- result in significant adverse publicity in the national or local media.
- \* be a Health and Safety concern that results in more than 7 days off work or is a specified injury, dangerous occurrence or disease that is required to be reported to the H&S Executive in accordance with 'Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013' (RIDDOR)
- has a short term local effect on the environment, or a social impact, that requires remedial action.

**4 = Major** event or loss, which is likely to:

- have an immediate impact on the majority of services provided or a specific service within one area, so that it requires Managing Director involvement.

- increase the Council's net cost over the 5 year MTFS period by more than £250,000 but less than £500,000.
- raise concerns about the corporate governance of the authority and / or the achievement of the Corporate Plan
- cause sustained adverse publicity in the national media.
- significantly affect the local reputation of the Council both in the long and short term
- \* results in the fatality of an employee or any other person
- have a long term detrimental environmental or social impact e.g. chronic and / or significant discharge of pollutant

5 = Critical event or loss, which is likely to:

- have an immediate impact on the Council's established routines and its ability to provide any services and cause a total shutdown of operations.
- increase the Council's net cost over the 5 year MTFS period by more than £500,000.
- have an adverse impact on the national reputation of the Council both in the long and short term.
- have a detrimental impact on the environment and the community in the long term e.g., catastrophic and / or extensive discharge of persistent hazardous pollutant.

**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Implementation of Internal Audit Actions

**Meeting/Date:** Corporate Governance Committee – 20th March 2024

**Executive Portfolio:** Executive Councillor for Customer Services, Councillor Stephen Ferguson

**Report by:** Karen Sutton, Director of Finance & Corporate Resources

**Ward(s) affected:** All Wards

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### **Executive Summary:**

Key performance indicator: 100% of audit actions to be implemented by the agreed date, which was not achieved.

Statistics at 8<sup>th</sup> March 2024:

**17 overdue audit actions** (no change since the last report)

**19 actions implemented** and closed in last 90 days (rolling period)

**61 audit actions closed** in the last year (rolling 12 month period)

**36 open** audit actions

### **Recommendation:**

It is recommended that the Committee consider the report and comment on the progress achieved and state any action they wish to be taken.

## **1. PURPOSE OF THE REPORT**

- 1.1 To update members on the implementation of audit actions.

## **2. WHY IS THIS REPORT NECESSARY?**

- 2.1 The activities of the Internal Audit team are pivotal to the organisation's governance and control processes. The outcomes of the team's reviews demonstrate compliance with controls and processes, or identify where improvements need to be made. Tracking the recommendations and closure of these is key to maintaining good control and evidencing the organisation's commitment to achieving Priority 3 of the Corporate Plan.

## **3. BACKGROUND**

- 3.1 Following each audit review, audit conclusions, associated actions and implementation dates are agreed between the service manager and the audit team. Recommended actions following an audit are discussed, and the audit report is a record of what has been agreed by way of actions and their target dates.
- 3.2 The target for the implementation of 'agreed internal audit actions to be introduced on time' is set at 100% in line with best practice that suggests that all recommendations are implemented by the agreed deadline. The deadline date is set/agreed with the service manager; actions should be completed by their target date or reasons presented where this is not possible e.g., system changes take longer than expected or other service demands which carry a greater risk take priority.

## **4. MONITORING OF ACTION COMPLETION**

- 4.1 Operational circumstances sometimes mean non-implementation or missed deadlines for an audit action. Increased efforts have been made to ensure Service Managers are aware of outstanding actions, update whether progress has been made or operational factors have impacted on their implementation. Overdue actions are also reported to Committee for governance oversight.
- 4.2 Extensions to deadlines are no longer given. Instead, Action Owners can insert their own 'progress update', which will give a better indication of work being taken to implement the action and to notify any reasons for delay.
- 4.3 As at the 8th March 2024, 17 actions have not been closed within target and are reported as overdue actions. Appendix 1 to this report details these actions and the updates provided by the respective Service Managers detailing progress. This should provide Committee with insight to the progress being made, delays or hold-ups and potentially a new expected completion date.

- 4.7 Officers with actions assigned to them have direct access to the system to enable them to manage those actions. Reminders are sent from the 4Action system in advance of the target date and managers are requested to act on these.

## **5. KEY IMPACTS**

- 5.1 If the Council does not maintain strong governance and control, or demonstrate that it is monitoring compliance with its controls, then it is failing in its statutory responsibilities. The activities of Internal Audit, how these feed into the Council's Code of Governance and the monitoring of the implementation of its actions to strengthen compliance provide assurance to those tasked with governance that the organisation is acting appropriately.
- 5.2 Responsibility for implementation of agreed audit actions lies with the action owners and their managers; Internal Audit's role is to track implementation and to report to Committee.
- 5.3 Actions that are proposed by Internal Audit but not agreed by service managers are included in the Internal Audit report, together with the reasons as to why the service does not agree to implement the proposed action(s). Senior management are asked to decide on whether the action needs to be taken or risk accepted (with reference to risk appetite).
- 5.4 An action that is not implemented means that any weakness or risk originally identified in the audit report, and which the action was designed to address, will remain as a risk albeit other controls within the organisation may mitigate the impact.
- 5.5 Where an audit action becomes ineffective, either through process changes or new information, the service manager should liaise with the Internal Audit team and agree, if the risk remains, new action(s) to replace those which will not be implemented.

## **6. LINK TO THE CORPORATE PLAN**

- 6.1 The Internal Audit Service provides independent, objective assurance to the Council by evaluating the effectiveness of risk management, control, and governance processes. It identifies areas for improvement across these three areas such that managers can deliver the Corporate Plan objectives as efficiently, effectively and economically as possible, and all underpinned by good governance.

## **7. RESOURCE IMPLICATIONS**

- 7.1 Where a Service has not implemented an action because of a resource issue, they are expected to make management and committee aware of this.

## **8. REASONS FOR THE RECOMMENDED DECISIONS**

- 8.1 The report is presented to Committee to give transparency on the progress being made in completing audit actions.

## **9. LIST OF APPENDICES INCLUDED**

Appendix 1 – Overdue Audit Actions at 8th March 2024.

## **BACKGROUND PAPERS**

Audit actions contained within the 4Action system

## **CONTACT OFFICER**

Name/Job Title: Karen Sutton, Director of Finance & Corporate Resources

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Email: [Karen.Sutton@Huntingdonshire.gov.uk](mailto:Karen.Sutton@Huntingdonshire.gov.uk)



## Outstanding Audit Actions as at 12th March 2024

Action reference	Audit report	Priority Level	Agreed Action	Implementation Target	Action Owner's Update	Date of Update	No of months late
1610	Small Works Contract 21.22 /1	A	A dedicated small works contract or framework agreement will be tendered and formalised for use across the authority.	30/04/2022	Tender is ongoing – action is to be reassigned to Matt Raby who is leading on the project. Civils Works Medium Term contract is out to tender, closing 15th March with contractor appointment expected 1st April 2024 following tender evaluation.	11/03/2023	22
1611	Small Works Contract 21.22 /2	A	Staff responsible for procurement will be made aware of the contract, its use mandated, and details of pricing / rates and staff responsibility will be communicated.	31/05/2022	Tender is ongoing – action is to be reassigned to Matt Raby who is leading on the project. Civils Works Medium Term contract is out to tender, closing 15th March with contractor appointment expected 1st April 2024 following tender evaluation.	11/03/2023	21
1612	Small Works Contract 21.22 /3	A	Formal contract management monitoring arrangements will be established, including review of spend, spot checking procurements and routine liaison meetings with service users and the supplier.	30/11/2022	Tender is ongoing – action is to be reassigned to Matt Raby who is leading on the project. Civils Works Medium Term contract is out to tender, closing 15th March with contractor appointment expected 1st April 2024 following tender evaluation. Contract monitoring will be put in place once the contractor has been appointed.	11/03/2023	15
1613	Small Works Contract 21.22 /4	A	Spend outside of the contract will continue to be monitored.	30/11/2022	Responsibility for this action is under review – action will be formalized once the contract has been let. Spend controls are as previously described. We expect the new contract to be awarded in April 2024.	11/03/2023	15
1652	Corporate Enforcement Policy 21.22 /4	A	Review and re-write the policy, where necessary, in collaboration with all users and so that the policy is relevant, correct and reflects the enforcement appetite. Policy needs to contain the new HDC objectives and ensure that it covers everything that the officers and portfolio holders need it to cover. The policy is due for review by February 2023	30/12/2023	An action has been included within the Community service plan to re-write and have approved a new Corporate Enforcement Policy.	12/03/2024	2

## Outstanding Audit Actions as at 12th March 2024

Action reference	Audit report	Priority Level	Agreed Action	Implementation Target	Action Owner's Update	Date of Update	No of months late
1658	Shadow IT / Service-Procured Systems 21.22 /1	A	The Council's Procurement Lead should review and, where necessary, update the Council's Code of Procurement so that it establishes a requirement for the procurement of any service to include the involvement of all relevant stakeholders, including the procurement of any IT system requiring the involvement of the ICT Service. This should be approved, in consultation with various key stakeholders across the Council, communicated to members of staff and reviewed on a routine basis or following any significant changes to the Council's operations.	31/03/2023	To chase this - CoP has had changes made to include new thresholds and terminology. Waiting for approval.	11/03/2024	11
1661	ICT Procurement and Contract Management 21.22 / 1	A	The ICT Service and the Council's Procurement Lead should review and, where necessary, update the Council's contract register so that it is aligned to the Council's Application Support Matrix and includes, but is not limited to: <ul style="list-style-type: none"> <li>• Supplier identification and contact details</li> <li>• The products and services they deliver</li> <li>• Contract start and end dates and contract duration</li> <li>• Whether they process personal data or provide IT services on which critical services rely and an assessment of the data protection risk associated with the supplier.</li> </ul> The register should be updated on a regular basis to ensure that it accurately reflects the Council's ICT supplier landscape.	31/03/2023	The previous update is still relevant. Procurement are continuing to work with ICT (Andrew Howes & team) to align the ICT matrix with the contracts register. Monthly meetings are held between all 3 council procurement leads & ICT to monitor the progress. This is an ongoing piece of work.	11/03/2024	11

## Outstanding Audit Actions as at 12th March 2024

Action reference	Audit report	Priority Level	Agreed Action	Implementation Target	Action Owner's Update	Date of Update	No of months late
1669	Section 106 Agreements 21.22 Action 1	A	<p>To commence a review of S106 priorities, processes, roles, responsibilities, governance, reporting and resourcing to ensure HDC are maximising the use of S106. The outcomes of the review and subsequent actions will be agreed by CLT. Recognising the intrinsic link with decision making this will need to be part of the programme of wider improvements to the delivery of the development management service.</p> <p>Implementation will be overseen by the Chief Planning Officer who will be supported in delivery by the Implementation Team Leader and other officers as appropriate.</p>	31/10/2023	<p>The previous update (below) is still relevant and work is ongoing. The first part has been completed (by the original deadline date), the remaining elements are still in hand, although the vacant Programme Manager post has impacted progress on this. The team continues to deliver improvements where possible and within the existing resource capabilities.</p> <p>Work on S106 has commenced but delayed due to departure of programme manager for the wider programme of planning improvements. The S106 process needs to be carried out as part of that work to ensure consistency within new internal processes and procedures that emerge from that work. In addition, new NPPF expected from government but was delayed until 19th December 2023. Changes within that need to be factored into direction of travel of this work.</p>	11/03/2024	4
1672	Social Value in Procurement 22.23 Action 2	A	The Council's Social Value Policy and Framework document will be reviewed and updated to ensure it reflects existing corporate aims and values, and also is aligned with the decisions made as a result of the Business Case document. The policy will clarify coverage of Social Value in procurement, including minimum points available for in tender assessment, and contracting documentation. Any related documentation and templates will be updated as a result of the revised policy.	30/09/2023	The SVP policy is yet to be updated as insight is being sought from external bodies, such as Anglia Ruskin University, to develop a policy that considers wider options and meets the needs of the organisation.	16/11/2023	5
1673	Social Value in Procurement 22.23 Action 3	A	An action plan will be devised to support the introduction of contract management processes which are proportionate to the nature and value of procurement exercises undertaken, and which address social value obligations where relevant.	30/09/2023	This will be produced once the revised SVP Policy is approved.	16/11/2023	5

## Outstanding Audit Actions as at 12th March 2024

Action reference	Audit report	Priority Level	Agreed Action	Implementation Target	Action Owner's Update	Date of Update	No of months late
1674	Social Value in Procurement 22.23 Action 4	A	Social Value guidance, information and signposting will be shared with local businesses through existing engagement channels, forums and networks accessed by the Economic Development (ED) team. (ED to circulate on provision from Procurement Lead)	30/09/2023	News feature in the Economic Development newsletter dated 21.9.23 included the above event. This will remain in the ED newsletter until the date of the event. See attached pdf extract of the newsletter.	16/11/2023	5
1675	Social Value in Procurement 22.23 Action 5	A	A series of Lunch and Learn sessions, covering key aspects of social value, contracting and procurement will be developed and delivered. Training will be supported by signposting to key documents / sources of information.	30/04/2023	Procurement Lead currently working with Anglia Ruskin Uni with a bespoke training course on sustainability in Procurement - 4 days. First date completed (8 March 24), 2nd date to commence 15 March 24. Once full training has been given then Procurement will plan SV training to be included in general Procurement & Contract Management training.	11/03/2024	10
1678	Fuel Usage and Payments 22.23 Action 2	A	Once the decision on fuel has been made, the fuel contract will be re-let and listed in the contracts register to allow for corporate oversight by the Procurement Lead.	30/09/2023	HVO Trial is progressing well. Still expecting it to complete mid April, with a report to cabinet to follow in June.	11/03/2024	5
1680	Fuel Usage and Payments 22.23 Action 4	A	The need for the spare 50,000 litre tank will be reviewed in terms of cost and value, and the decision to continue or otherwise made at SLT. It will be made clear to SLT that only limited controls can be applied to this part of the fuel supply.	30/09/2023	This is tied into the HVO Trial, we are currently using this tank for delivery of HVO. Project expected to complete in Apr-24 with a view on whether we use HVO or Fossil diesel to be taken by SLT / Cabinet roughly Jun-24. The outcome of this will determine the need for a second tank.	11/03/2024	5
1682	Fuel Usage and Payments 22.23 Action 6	A	The Velocity fuel card contract will be reviewed in terms of value and compliance with the code of procurement.	30/06/2023	Tender has been awarded, and new cards are being rolled out over the next month. Awaiting copy of the contract to upload.	11/03/2024	8
1690	Debtors Continuous Auditing 22.23 / 1	A	Review and update the Debt Management Policy. Obtain appropriate approval of the revised policy.	30/06/2023	The Director of Finance & Corporate Resources has agreed to draft this policy and to present it for approval.	05/03/2024	8
1713	Risk Management 22.23 / 3	A	Regular reminders are issued to management re their risk.	30/09/2023	All managers required to review and update their risk registers as part of the 2024/25 Service Planning exercise. New Risk & Control Manager has reached out to service managers offering help and support with this.	05/03/2024	4

## CORPORATE GOVERNANCE COMMITTEE PROGRESS REPORT

Committee	Decisions	Date for Action	Action Taken	Officer Responsible	Delete from future list
24/01/2024	<p><b>The Code of Procurement Waiver Procedure</b></p> <p>Digest of all uses of the waiver procedure to be presented to the Committee.</p>	At future meetings as required.	The Code of Procurement Waivers Procedures - no waivers were ready for submission at this meeting.	Procurement Lead	No
24/01/2024	<p><b>Appointment of Independent Member to Corporate Governance Committee</b></p> <p>Delegated authority given to the to the Chair and Vice-Chair, in conjunction with the Corporate Governance Committee, to finalise details including the level of remuneration, term of office, length of appointment and start date of commencement for the appointment of Independent Member(s) to the Corporate Governance Committee.</p>	At future meetings as required.	Appointment of the Independent Member to the Committee would be going out to advert and the Committee would receive details of the Advert and Job Description.	Internal Audit Manager	No

## CORPORATE GOVERNANCE COMMITTEE PROGRESS REPORT

<p><b>26/04/2023</b></p>	<p><b>Shadow Cabinet Members</b>          Raised by Councillor J A Gray. Elections &amp; Democratic Services Manager undertook to take this forward in conjunction with the Managing Director (Interim) outside of the meeting.</p>	<p>TBC</p>	<p>Update received from Managing Director (Interim) on 30th May 2023 that this matter would be considered alongside a wider constitutional review. Programme of review currently being undertaken.</p>	<p>Elections &amp; Democratic Services Manager</p>	<p>No</p>
<p><b>27/09/2023</b></p>	<p><b>Risk Management Strategy</b>          Suggestions to reduce the number of risks within the register and ordered based on priority, as well as consideration of modernising the Risk Management Strategy.           Review out of date risks and suggested standardisation throughout the document of risk assessing likelihood/impact and formatting.           Suggested that Councillors and Officers collaborate on</p>	<p>TBC</p>	<p>Pending subject to confirmation</p>	<p>Director of Finance and Corporate Resources</p>	

## CORPORATE GOVERNANCE COMMITTEE PROGRESS REPORT

	the Risk Management Reporting Framework.				
<b>27/09/2023</b>	<p><b>Annual Freedom of Information Rights Act and Information Governance</b></p> <p>Requested that future reports offered data on the cumulative day's targets.</p>	TBC	Pending subject to confirmation	Information Governance Manager & Data Protection Officer	
<b>27/09/2023</b>	<p><b>Unaudited Statement of Accounts 2022/23</b></p> <p>Information requested on why the pension deficit/surplus had seen significant change due to War in Ukraine; whether it had been impacted by the stock market in 2022; and whether the Pension Surplus was likely to continue for the next two years.</p>	TBC	Pending subject to confirmation	Director of Finance and Corporate Resources	
<b>12/07/2023</b>	<p><b>Internal Audit Progress Report</b></p> <p>Information requested on an update on Ref.1638, Debtors</p>	TBC	Pending subject to confirmation	Internal Audit Manager	

## CORPORATE GOVERNANCE COMMITTEE PROGRESS REPORT

	Action, which had been put on hold.				
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