



RUSHMOOR BOROUGH COUNCIL

CORPORATE GOVERNANCE, AUDIT AND STANDARDS COMMITTEE

*at the Council Offices, Farnborough on
Thursday, 26th May, 2022 at 7.30 pm
on the rising of the Induction Presentation*

**To:
Voting Members:**

Cllr P.J. Cullum (Chairman)
Cllr Jessica Auton (Vice-Chairman)

Cllr A. Adeola
Cllr M.S. Choudhary
Cllr K. Dibble
Cllr A.H. Gani
Cllr Christine Guinness
Cllr Sarah Spall
Cllr Nem Thapa
Cllr S. Trussler
Cllr Jacqui Vosper

Non-Voting Member:

Mr. T. Davies – Independent Member (Audit)

STANDING DEPUTIES

Cllr C.P. Grattan
Cllr Mara Makunura

Enquiries regarding this agenda should be referred to the Committee Administrator –
Kathy Godden, Democracy and Community,
Telephone: 01252 398829 Email: kathy.godden@rushmoor.gov.uk

A G E N D A

1. MINUTES – (Pages 1 - 6)

To confirm the Minutes of the Meeting held on 28th March, 2022 (copy attached).

2. INTERNAL AUDIT OPINION 2021/22 – (Pages 7 - 22)

To consider the Audit Manager's Report No. AUD2207 (copy attached) which sets out the Internal Audit Coverage, findings and performance for 2021/22 and presents the Audit Manager's overall assurance opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control (GRC) environment. The Report also covers the self-assessment carried out against the Public Sector Internal Audit Standards (PSIAS) and the progress on the Quality and Assurance Improvement Plan (QAIP) for the year.

3. ANNUAL GOVERNANCE STATEMENT 2021/22 – (Pages 23 - 70)

To consider the Audit Manager's Report No. AUD2208 (copy attached), which sets out the Annual Governance Statement 2021/22 for review and approval.

4. INTERNAL AUDIT UPDATE – (Pages 71 - 88)

To receive the Audit Manager's Report No. AUD2209 (copy attached) which provides an overview of the work carried out by Internal Audit in Q3 and Q4 of 2021/22 to date. The Report also provides an update on progress towards completing the Audit Plan for 2021/22, a schedule of work expected to be delivered in Q1 2022/23 and an update on the outstanding audit issues from Internal Audit reports covering 2019/20 and 2020/21 focusing on the high-risk issues.

5. APPOINTMENTS – (Pages 89 - 106)

(1) Outside Bodies

To consider the appointment of representatives to outside bodies. A list of those bodies on which the Council is represented, which includes details of proposed nominations for 2022/23, is attached.

(2) Appointments and Appeals Panels

To confirm that the Head of Democracy and Community is authorised to make appointments to the Appointments and Appeals Panels in accordance with the membership criteria set out in the Officer Employment Procedure Rules in the Constitution.

(3) Licensing Sub-Committee

To confirm the Members of the Licensing Sub-Committee for the 2022/23 Municipal Year on the basis of five Members (Proposed: 3 Con: 2 representatives of other groups).

(4) Licensing Sub-Committee (Alcohol and Entertainments)

To confirm that the Head of Democracy and Community is authorised to make appointments from the membership of the Corporate Governance, Audit and Standards Committee in accordance with the procedure agreed by the Committee at its meeting on 21st May, 2009 and detailed in the Licensing Sub-Committee (Alcohol and Entertainments) Hearings Protocol and Procedure.

(5) Licensing Sub-Committee (Taxis)

To confirm that the Head of Democracy and Community is authorised to make appointments from the membership of the Corporate Governance, Audit and Standards Committee in accordance with the procedure agreed by the Committee at its meeting on 27th June 2021 and detailed in the Licensing Sub-Committee (Taxis) Hearings Protocol and Procedure.

(6) Review of Mayoral Selection Criteria –

To nominate Members to support work to review the Mayoral Selection Criteria which is planned to take place during 2022/23.

(7) Constitution Working Group –

To appoint a cross-party Constitution Working Group for 2022/23. The appointments to be made on the basis of six Members including two Cabinet Members, the Chairman of the Corporate Governance, Audit and Standards Committee, and representatives of other groups.

PUBLIC PARTICIPATION AT MEETINGS

Members of the public may ask to speak at the meeting on any of the items on the agenda by writing to the Committee Administrator at the Council Offices, Farnborough by 5.00 pm two working days prior to the meeting.

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CORPORATE GOVERNANCE, AUDIT AND STANDARDS COMMITTEE

Report of the meeting held on Monday, 28th March, 2022 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr Sue Carter (Chairman)
Cllr P.J. Cullum (Vice-Chairman)

Cllr Jib Belbase
Cllr A.K. Chowdhury
Cllr Christine Guinness
Cllr A.J. Halstead
Cllr Prabesh KC
Cllr Jacqui Vosper

Cllrs. J. Canty and K. Dibble attended the meeting as Standing Deputies

Non-Voting Member

Mr Tom Davies – Independent Member (Audit)

Apologies for absence were submitted on behalf of Cllr Jessica Auton, Cllr Sophia Choudhary and Cllr Sarah Spall.

39. MINUTES

The Minutes of the Special Meeting held on 15th February 2022 were agreed and signed as a correct record of the proceedings.

40. SELECTION OF THE MAYOR AND DEPUTY MAYOR

The Head of Democracy and Community reported on the outcome of the selection process for the Mayor-Elect and the Deputy Mayor-Elect for 2022/23. The appropriate Members on the seniority list had been contacted and Cllr A.K. Chowdhury was the next Member able to accept the nomination for Deputy Mayor. Through normal progression, Cllr J.H. Marsh, currently Deputy Mayor, would progress to the position of Mayor for 2022/23.

It was noted that, in order to secure a nomination for the position of Deputy Mayor, it had been necessary to break one of the criteria for selecting the Mayor and Deputy Mayor, which had been adopted as part of the Council's Constitution. The criterion that had not been met in respect of Cllr A.K. Chowdhury for the position of Deputy Mayor was that he was standing for election in 2022. In view of the difficulties

experienced in 2022 in meeting the requirements, it was proposed to review the criteria and report back to the Committee in due course following informal engagement with Members. This was considered necessary to ensure that the provisions continued to be effective and to reflect the changing composition of the Council's membership which comprised a greater number of newer councillors.

The Committee

(i) **RECOMMENDED TO THE COUNCIL** that:

- (a) Cllr J.H. Marsh be appointed as Mayor-Elect for the 2022/23 Municipal Year; and
- (b) Cllr A.K. Chowdhury be appointed as Deputy Mayor-Elect for the 2022/23 Municipal Year; and

(ii) **RESOLVED** that the criteria for the selection of Mayor and Deputy Mayor be brought back for consideration in due course following informal engagement with Members

NOTE: Cllr A.K. Chowdhury declared a personal and prejudicial interest in this item and, in accordance with the Members' Code of Conduct, left the meeting during the discussion and voting thereon.

41. **PAY POLICY STATEMENT/GENDER PAY GAP REPORT**

The Committee considered the Executive Director Report No. ED2202, which sought approval for a Pay Policy Statement for 2022/23. The Pay Policy Statement set out the framework within which pay was determined within the Council and provided an analysis comparing the remuneration of the Chief Executive with other employees of the authority. The Report also set out the calculations of the gender pay gap, which the Council was required to publish annually under the Equality Act 2011 (Specific Duties and Public Authorities Regulations 2017).

The Committee noted that the comparisons looked at the ratio between the Chief Executive and the full-time equivalent salary for a permanent member of staff employed in the lowest grade within the structure. The ratio for 2020/21 was 6.7:1. The second ratio included within the analysis looked at the relationship between the median remuneration of all staff compared to the Chief Executive. It was noted that the ratio for 2021/22 was 3.7:1 which represented a slight change to the previous year when it had been 3.6:1.

The Committee noted that mean gender pay gap equated to 11.7% with the female average salary being lower than the male average salary. The gap had reduced from 13.9% in 2020/21. The median gender pay gap equated to 11.3% with the female median rate being lower than the male median rate. The gap had increased slightly from 10.7% in the previous year.

The Committee

- (i) **RECOMMENDED TO THE COUNCIL** that approval be given to the Pay Policy Statement 2022/23, as set out in the Executive Director Report No. ED2202; and
- (ii) **RESOLVED** that the Gender Pay Gap report, as set out in the Report, be noted.

42. **RISK MANAGEMENT 2021/22**

The Committee received the Assistant Chief Executive Report No. ACE2203, which provided an update on the Council's risk management activity which had taken place during 2021/22 in line with the Council's Risk Management Policy (2021) and outlined work planned for 2022/23.

The Report advised that, over the past twelve months, the focus with risk had been to review and then embed the risk management process consistently across the Council. This work had begun in January 2021 with the roll-out of a revised Risk Management Policy and associated training and briefing for staff and Members of the Committee. The key changes and amendments implemented had included:

- The introduction of three types of risk onto the Corporate Risk Register (strategic risks; corporate standing risks; and, escalated service risks) with a consistent approach to identifying these.
- Setting the expectation that, whilst risks might be managed by a number of people across the Council, there should be a single risk owner identified for risk management purposes.
- A clear expectation that risk registers should be reviewed on a monthly basis by each service.
- The Council's risk management process would be overseen by the Assistant Chief Executive, with the day-to-day management and maintenance of the risk management system being the responsibility of the Corporate Risk Manager.
- Risk would be on the Council's Corporate Management Team agenda at least every two months to ensure that regular, routine, collective oversight was given to risk at a senior level.

It was noted that, in light of these changes and to bring risk management more closely to corporate planning and performance management, responsibility for the management of risk had been moved in July 2021 to the Democracy, Strategy and Partnerships Portfolio Holder.

The Committee was advised that, over the course of 2021/22, the Risk Management Policy had been adhered to and the arrangements had been subject to an internal audit, which had concluded in February 2022. The Internal Audit Manager's Report No. AUD2205 had recognised the improvements in the risk management process since 2017 and that the current Policy was being applied. The Internal Audit Update Report (AUD2205) made six recommendations following the risk management audit,

which would be addressed as set out in the management responses over the course of 2022/23, with a view to all six identified actions being addressed by the end of June 2022. It was felt that addressing these actions would further strengthen the risk management processes across the Council and allow for greater alignment between performance and risk management and more real-time reporting of the Corporate Risk Register. The Risk Management Policy would be updated later in 2022 and a training session had been scheduled for September 2022 for the Committee.

It was noted that, as set out in the Risk Management Policy, reports on risk had been presented to the Council's Corporate Management Team on a regular basis and presented to the Cabinet alongside the quarterly performance reports. In addition, risk was discussed with greater frequency outside these meetings, with regular discussions and risk register reviews taking place across projects and programmes and with risk being discussed by the Policy and Project Advisory Board as the new Council Plan 2022-2025 had been developed.

During discussion, Members raised questions regarding: how financial risk was managed; what steps the Council had taken to increase training on risk; the sharing with the Committee of the Corporate Risk Register; the review of project risk; and, the need for a risk guidance document to assist managers.

RESOLVED: That the Assistant Chief Executive Report No. ACE2203 be noted.

43. INTERNAL AUDIT - AUDIT OPINION 2020/21 REVISED

The Committee received the Interim Audit Manager's Report No. AUD2202 which set out the revision to the Internal Audit overall assurance opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control environment for 2020/21 following external advice and guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA), which had been issued on 19th November 2020. This guidance had been issued in acknowledgement that the Covid-19 pandemic might have an adverse impact on the delivery of Audit Plans for local government bodies for 2020/21 and so issued guidance on the risks of issuing a "Limitation of Scope" for the annual internal audit opinion, where an insufficient amount of assurance work had been undertaken in the audit year.

It was noted that the recommendation for a revision of the internal audit opinion included splitting the opinion into three governance, risk management and internal control (GRC) elements with CIPFA assessing that the governance and risk management elements were stronger than the internal controls element. However, Internal Audit had given its original assurance opinion based on a holistic assessment of GRC across the Council, as all audit reviews were conducted on an appraisal of all three elements. The splitting of the GRC elements would have contradicted the Council's Internal Audit methodology. The Audit Opinion 2020/21 had now been revised following consideration of external advice from CIPFA with a "Limitation of Scope" over all three elements of GRC.

The Committee was advised that, whilst the Internal Audit Opinion has been assessed as a "limitation of scope", some audit work had been completed and other

governance work had been carried out with the involvement of Internal Audit during the year. Where weaknesses had been identified through Internal Audit review, Internal Audit had worked with management to agree appropriate corrective actions and a timescale for improvement. The Report also set out the reasons for key areas of non-compliance with the public sector internal audit standards (PSIAS).

During discussion, the Independent Member (Audit) expressed his opinion that the steps the Council had taken to secure independent advice from CIPFA had enabled the Council to put things in order and had provided a good platform going forward. The Committee also acknowledged the work that had been undertaken by Internal Audit to move the Council forward in terms of corrective actions for improvement.

RESOLVED: That the Audit Manager's Report No. AUD2202 be noted.

44. ANNUAL GOVERNANCE STATEMENT - 2020/21 UPDATE

The Committee received the Audit Manager's Report No. AUD2203, which set out the updated Annual Governance Statement 2020/21 following the revision to the Internal Audit Opinion 2020/21.

RESOLVED: That the Audit Manager's Report No. AUD2203 be noted.

45. INTERNAL AUDIT - AUDIT UPDATE

The Committee received the Audit Manager's Report No. AUD2205, which set out: an overview of the work carried out by Internal Audit in Quarter 3 2021/22 to date; an update on progress on the 2021/22 Audit Plan; a schedule of work expected to be delivered in Quarter 4; and, an update on the outstanding audit issues from Internal Audit reports covering 2019/20 and 2020/21 focusing on the high-risk issues.

During discussion, Members raised questions regarding the decision-making process for work to be postponed to 2022/23. The Interim Audit Manager advised Members that the Audit Plan was fluid and could change priority based on risks. With the internal resource gap of five months in 2021/22, the Plan had been re-prioritised with Executive approval and the Committee had been informed and approval sought and obtained in the meetings since the Interim Audit Manager had been appointed.

RESOLVED: That the Audit Manager's Report No. AUD2205 be noted.

46. ANNUAL GOVERNANCE STATEMENT - UPDATE

The Committee received the Audit Manager's Report No. AUD2204, which gave details of the work carried out towards the implementation of the actions defined within the Annual Governance Statement which had been presented to the Committee in July 2021.

RESOLVED: That the Audit Manager's Report No. AUD2204 be noted.

47. INTERNAL AUDIT - AUDIT PLAN

The Committee considered the Audit Manager's Report No. AUD2206, which set out the Audit Plan for 2022/23, providing a framework to ensure that audit resources were focused on activities to enable the Interim Audit Manager to provide the Council with an overall assurance of the governance, risk management and internal control (GRC) environment.

The Report set out the methodology for compiling audit coverage, encompassing the areas of audit risk universe and criteria, input from the Executive Leadership Team and Heads of Service, developing the Audit Plan and the communication and monitoring of the Plan. It was noted that a rolling programme for communicating and monitoring the Plan meant that the Plan could be set for each quarter, allowing greater flexibility of audit coverage to meet the changing environments faced by the Council.

The Report also gave details of the Internal Audit budget for 2022/23, as approved by the Council in February 2022, which had included an increase of £52,780 for the year to ensure a smooth transition of the internal audit function following the return to work of the Audit Manager from maternity leave. It was noted that the Audit Plan, as set out in the Report, would require a further increase in the budget for 2022/23 of £37,835 as a result of the increased number of audits in the Plan (including audits postponed from 2021/22). A proposal for additional budget would be prepared by the Executive Head of Finance for consideration by the Cabinet and would include a review of other options that would reduce this budget pressure over the medium term. In order to deliver the Audit Plan, the Interim Audit Manager would assist the Audit Manager and contract auditors would continue to be utilised during 2022/23.

The Report set out the first six months' work of the 2022/23 Audit Plan, which had been selected from the higher risk areas and the five audits that had been postponed from 2021/22. The list of audits was subject to review due to the changing needs of the organisation or resource availability.

During discussion, the Independent Member (Audit) gave his support for the Audit Plan for 2022/23 as it covered the four key areas of financial systems, value for money, operations and IT. He also stated that internal control work was strengthened by the Committee and that the purpose of audit was to effect improvement.

RESOLVED: That approval be given to the Audit Plan for 2022/23, which would be monitored and updated on a rolling, quarterly basis.

The meeting closed at 8.27 pm.

**CORPORATE GOVERNANCE
AUDIT AND STANDARDS COMMITTEE****AUDIT MANAGER
REPORT NO. AUD 22/07****26 MAY 2022****INTERNAL AUDIT – AUDIT OPINION****Summary:**

This report sets out the Internal Audit coverage, findings and performance for 2021/22 and presents the Audit Manager's overall assurance opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control (GRC) environment.

It also covers the self-assessment carried out against the Public Sector Internal Audit Standards (PSIAS) and the progress on the Quality and Assurance Improvement Plan (QAIP) for the year.

Recommendations:

Members are requested to:

- I. Note the coverage of assurance obtained across the Council;
- II. Note the level of GRC assessed in 2021/22 through opinion-based audit assurance work;
- III. Note the Audit Opinion given for 2021/22;
- IV. Endorse the Performance Indicators for the Internal Audit activity for 2022/23;
- V. Note the self-assessment exercise against the PSIAS and the areas of non-conformance with them in Appendix 2; and
- VI. Endorse the QAIP for 2021/22 shown in Appendix 3, which details areas of improvement to reduce the areas where the Audit activity does not conform to the PSIAS.

1 Introduction

- 1.1 In accordance with the Accounts and Audit (England) Regulations 2015, the Audit Manager is required to report, on an annual basis, on the overall adequacy and effectiveness of Rushmoor Borough Council's framework of GRC.
- 1.2 The report in Appendix A sets out the Internal Audit work carried out within 2021/22 and the coverage of work carried out to enable the Audit Manager to form this opinion.
- 1.3 Furthermore, annually the Audit Manager is required to carry out a self-assessment on the Internal Audit activities conformance with the PSIAS and communicate this to the Corporate Governance, Audit and Standards (CGAS) Committee. The report details the outcome of the self-assessment carried out.

- 1.4 The Internal Audit Plan for 2021/22 was approved by this Committee on 29 March 2021 (AUD21/02). Due to the Covid -19 pandemic and the departure of the Audit Manager for maternity, which was not covered for five months, changes have had to be made to the Audit Plan during the Plan year. Subsequent changes to the Audit Plan have been communicated to CGAS within the regular Audit Update reports.

2 Audit Opinion

- 2.1 The report within Appendix A details the areas of assurance obtained in order to form the Audit opinion. In assessing the level of assurance to be given for 2021/22, the opinion is based on:

- Written reports on all Internal Audit work completed during the course of the year (assurance & consultancy);
- Results of any follow up exercises undertaken in respect of previous years' Internal Audit work;
- The results of work of other review bodies where appropriate, for example the Public Sector Network (PSN) certification;
- The quality and performance of the Internal Audit service and the extent of compliance with the PSIAS;
- Participation on the Corporate Governance Group; and
- Mitigations in place to minimise the risks identified within the Corporate Risk Register.

3. Conclusion

- 3.1 Sufficient assurance work has been completed within the year to enable an overall audit opinion of **Reasonable** to be provided on Rushmoor Borough Council's GRC framework.
- 3.2 Where weaknesses have been identified through Internal Audit review, we have worked with management to agree appropriate corrective actions and a timescale for improvement.
- 3.3 The key areas of non-compliance for the PSIAS, are due to not having:
- An external assessment carried out on the Audit activity – *This is due to be carried out every 5 years. Previously, this was not done on the basis of cost/benefit due to the size of the function. However, this will be reviewed this year.*
 - Structure of Internal Audit function – *The position of Internal Audit in the Council should be reviewed to assist with the improvement of its effectiveness in assisting senior management with the GRC framework. A strategy paper has been produced on the subject.*
 - Up to date Audit policies and procedures – *Due to other higher priority work/ Covid-19 these were not updated within 2020/21. These will be reviewed in 2022/23.*

- Regular meetings with External Audit – *Regular meetings have not been carried out with External Audit. These will be reviewed in 2022/23.*
- An assurance map in place – *A recent assurance map has not been developed to identify all the areas of assurance which can be/are obtained including 3rd parties. This will be addressed in 2022/23.*

3.5 All items have been included as actions within the QAIP in Appendix 3.

AUTHOR: David Thacker, Interim Audit Manager
01252 398810
david.thacker@rushmoor.gov.uk

HEAD OF SERVICE: David Stanley, Executive Head of Financial Services

References: *Public Sector Internal Audit Standards (2013)*
<http://www.cipfa.org/policy-and-guidance/standards/public-sector-internal-audit-standards>

ANNUAL REPORT AND AUDIT OPINION 2021/22

1. Introduction

- 1.1 The Internal Audit Plan for 2021/22 was presented to and approved by the CGAS Committee on 29 March 2021. The following report and appendices set out:
- The Internal Audit coverage, findings and performance for 2021/22;
 - The Audit Manager's opinion on the overall adequacy and effectiveness of the Council's GRC framework, which can be used to inform the Council's Annual Governance Statement (AGS);
 - The result of the PSIAS self-assessment for 2021/22;
 - The performance against the agreed QAIP for 2021/22; and
 - The QAIP for the Internal Audit service for 2022/23.

2. Role of Internal Audit

- 2.1 The requirement for an Internal Audit function in local government is detailed within the Accounts and Audit (England) Regulations 2015 which states that a relevant body must:

'Undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance.'

- 2.2 The standards for 'proper practices' in relation to Internal Audit are laid down in the Public Sector Internal Audit Standards 2016 [*the Standards*]. The role of Internal Audit is best summarised through its definition within PSIAS, as an:

'Independent, objective assurance and consulting activity designed to add value and improve an organisations operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes'.

- 2.3 Internal Audit plays a vital role in advising the Council that these arrangements are in place and operating effectively. The Council's response to the Internal Audit activity should lead to the strengthening of the control environment and, therefore, contribute to the achievement of the organisation's objectives.

3. Internal Audit Approach

- 3.1 To enable effective outcomes, Internal Audit provides a combination of assurance and consultancy activities. Assurance work involves assessing how well the system, processes and controls are designed and working, with consulting activities available to help to improve those systems, processes and controls, where necessary.
- 3.2 All formal Internal Audit assignments will result in a published report. The primary purpose of the Audit report is to provide an independent and objective

opinion to the Council on the GRC framework in operation and to stimulate improvement.

4. Internal Audit Coverage and Output

Coverage

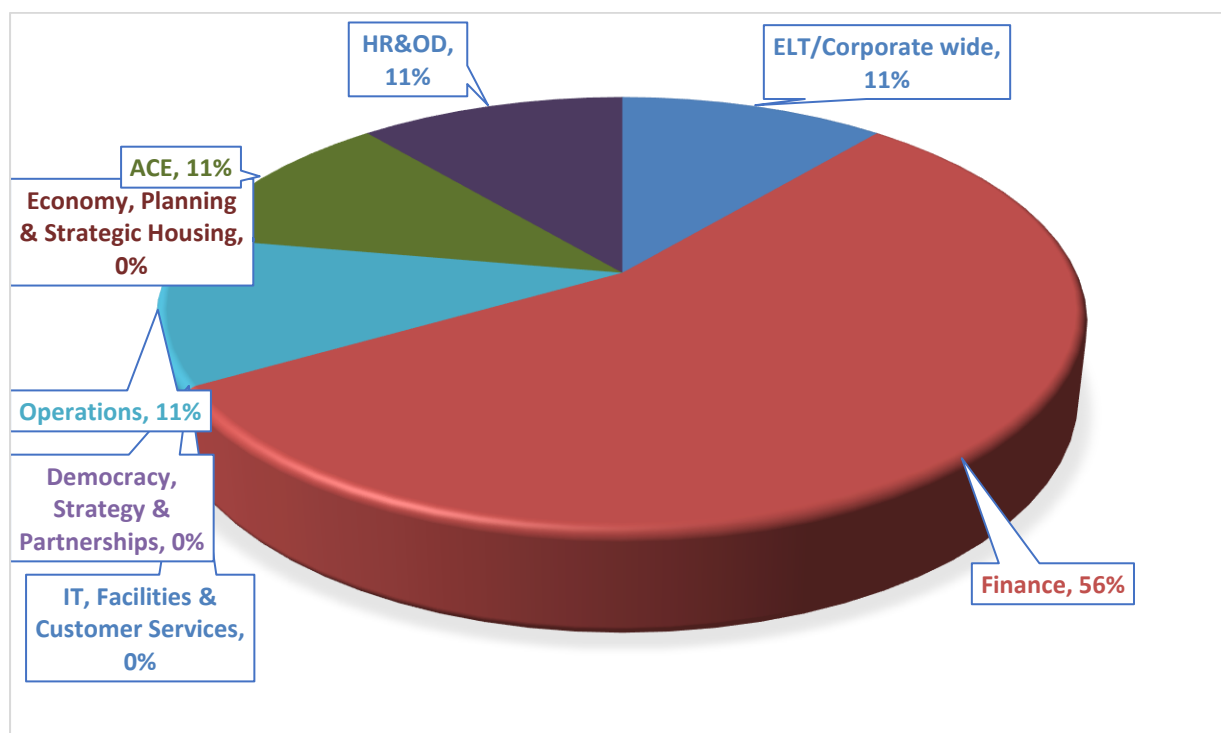
- 4.1 The annual Internal Audit Plan was prepared to take account of Internal Audit's own assessment of risk and materiality in addition to consultation with Senior Management to ensure it aligned to the Council Plan and key risks facing the organisation.
- 4.2 The Audit Plan has remained fluid throughout the year to ensure an effective focus can be provided. Due to the Covid-19 Pandemic and the lack of an Audit Manager for the first four months of the Plan Year, some changes have been made due to resource availability and providing assurance in other areas of the organisation. The following revisions to the plan were made in 2021/22:
- The Benefits audit was changed from a "light" to full review, as this had not been audited for three years;
 - The National Non-Domestic Rates (NNDR) and Council Tax Recovery audit was changed in scope due to timing, as the team responsible for Council Tax were engaged with the new financial year billing. Hence, the scope changed to a full review of NNDR;
 - The CCTV audit was postponed to 2022/23 as the control room was in progress of being transferred to Runnymede Borough Council;
 - Financial Grants to Organisations was postponed to 2022/23 to facilitate Internal Audit's involvement in the Union Yard Regeneration Project, which is a significant financial risk for the Council;
 - The Crematorium audit was postponed to 2022/23 as a feasibility study on a refurbishment or a rebuild was undertaken;
 - The Legal system – set up audit was cancelled following discussions with the Corporate Legal Manager and the Head of IT as to the value of the audit compared to other audits;
 - The Windows 10 / Remote Working audit was not done. However, it has been covered partially within the PSN Certification and remote working will be covered as part of the Cyber Security audit in 2022/23;
 - The post-implementation review of the new Property system, Concerto, was postponed to 2022/23, as the project had not completed; and
 - The Procurement audit was postponed to 2022/23, as the function was moved out of Finance to the Assistant Chief Executive, who engaged Portsmouth City Council to provide support temporarily. Now that the engagement has been extended for another year, the audit will go ahead.
- 4.3 Work has been planned in order to obtain sufficient evidence to enable a reasonable assurance to be given that the GRC environment is operating effectively. However, due to the lack of an Internal Audit Manager for the first four months of the Plan year, coupled with issues with delivery of audits from the contract auditors and the lack of engagement and availability of resources

within services in that period, the number of scheduled audits has been impacted.

4.4 The GRC environment comprises the Council's policies, procedures and operational systems and processes in place to:

- Establish and monitor the achievement of the Council's objectives;
- Facilitate policy and decision making;
- Ensure the economical, effective and efficient use of resources;
- Ensure compliance with established policies, procedures, laws and regulations; and
- Safeguard the Council's assets and interests from losses of all kinds, including those arising from fraud, irregularity or corruption.

4.5 The pie chart below shows the revised internal audit coverage for 2021/22 based on the completed and finalised audits.



4.6 Specific IT network security audits are not carried out currently, as reliance on IT assurance is taken from the annual Public Services Network (PSN) Certification. PSN outlines the minimum Information Assurance standards expected of organisations connected to the PSN and carries out an assessment against these standards. Areas covered within this review are:

- Operational security – Appropriate policies, processes and procedures in place;
- Authentication and access control – Appropriate access levels for users' needs;
- Boundary protection and interfaces – Firewall and network parameter security;

- Protecting data at rest and in transit – Encryption and data access security;
 - User and Administrator separation of data – Access controls;
 - Users – Pre-employment checks for users with administrative privileges; and
 - Testing your security – Carry out regular IT health checks.
- 4.7 The Council achieved its PSN compliance in April 2022 until April 2023. Whilst the weaknesses identified in the IT Health Check, conducted by a third party in February 2022, were rectified to obtain compliance, there is a number of remediations to be done still.
- 4.8 The view of External Audit is also considered. However, as the audit of the 2021/22 accounts has been delayed, this could not be done.
- 4.9 The Council Plan and the Corporate Risk Register are reviewed to place some assurance that appropriate mitigation has been put in place against the strategic and operational risks identified.

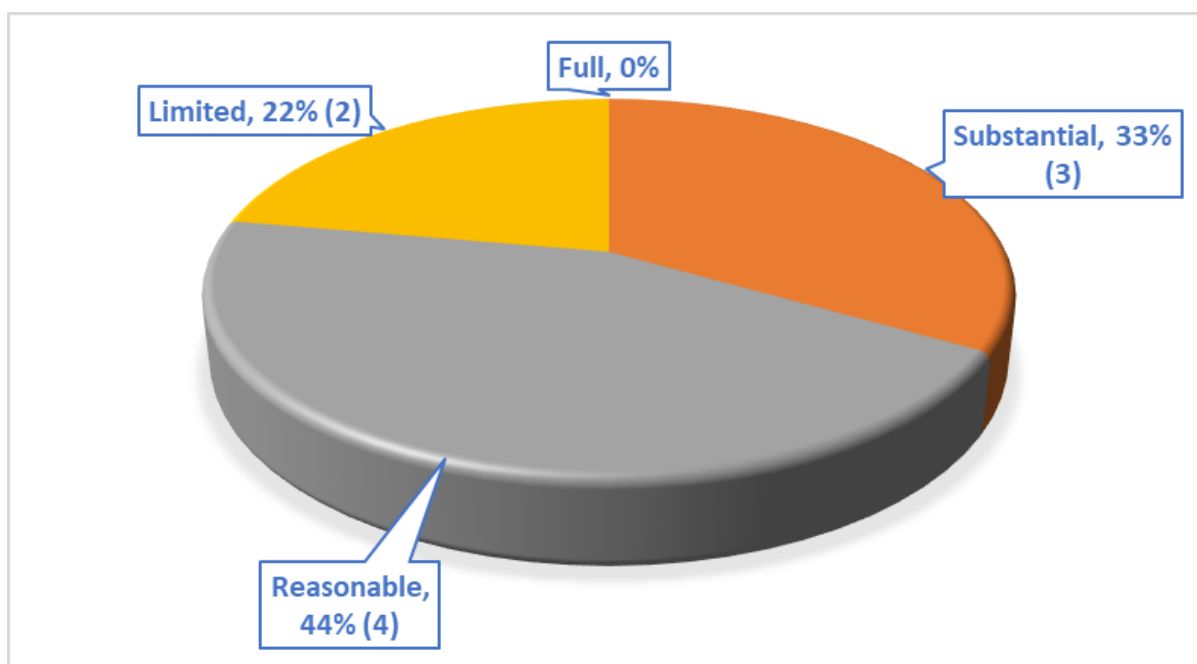
Output

- 4.10 In carrying out systems and other reviews, Internal Audit assesses whether key, and other, controls are operating satisfactorily and an opinion on the adequacy of controls is provided to management as part of the audit report.
- 4.11 All final audit reports include an action plan which identifies responsible officers, and target dates, to address any control issues identified. Implementation of action plans rests with management.
- 4.12 High risk control issues identified are followed up on a regular basis and “Limited” overall assurance reports are reviewed during subsequent audits or as part of a specific follow up.
- 4.13 Any significant weaknesses identified are put forward for consideration when preparing the Council’s AGS.
- 4.14 The revised 2021/22 Internal Audit Plan has not been fully delivered. Work has only been substantially completed for 10 out of the 11 audits planned to enable an overall opinion to be provided.
- 4.15 However, as the audits conducted covered financial systems and some cross-service controls, a reasonable level of assurance can be provided for the Audit opinion, which is based on the work completed to date and the audit managers understanding of the GRC arrangements, based on involvement with these areas throughout the year.
- 4.16 Most of Internal Audit’s assurance work results in the issue of an opinion on the controls and procedures in place, categorised as follows:

Full	A comprehensive system of internal controls is in place designed to achieve the system/function/process objectives. These controls are operating effectively and are being consistently applied.
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Substantial	Key controls designed to achieve the system/function/process objectives, are in place. There are opportunities to enhance/strengthen these controls.
Reasonable	Basic controls designed to achieve the system/function/process objectives, are in place. Improvements are required if key controls are to be established.
Limited	Minimal controls designed to achieve the system/function/process objectives, are in place. Significant improvements are required if key controls are to be established.
No assurance	No controls that achieve the system/function/process objectives, are in place.

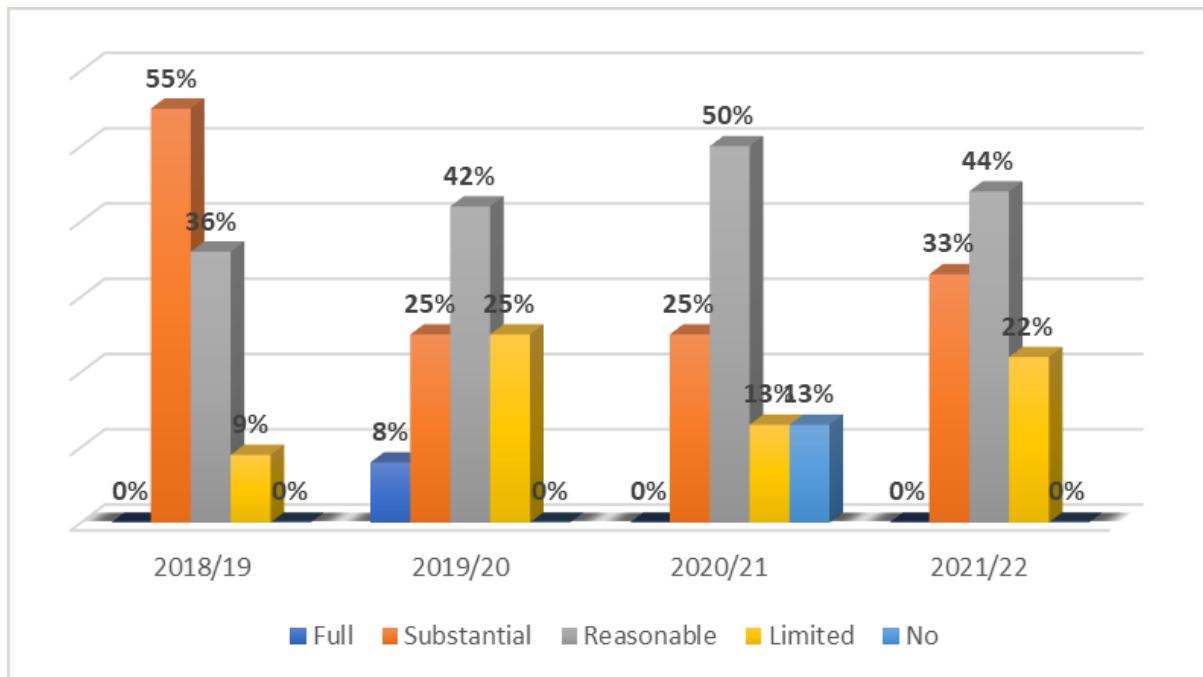
4.17 Analysis of the opinion-based assurance work shows the following distribution of opinions issued during 2021/22. Based on this, the conclusion is that a reasonable level of internal control is in operation in the Council. See also the audit update reports, which provide further detail on the assurances provided for each report.



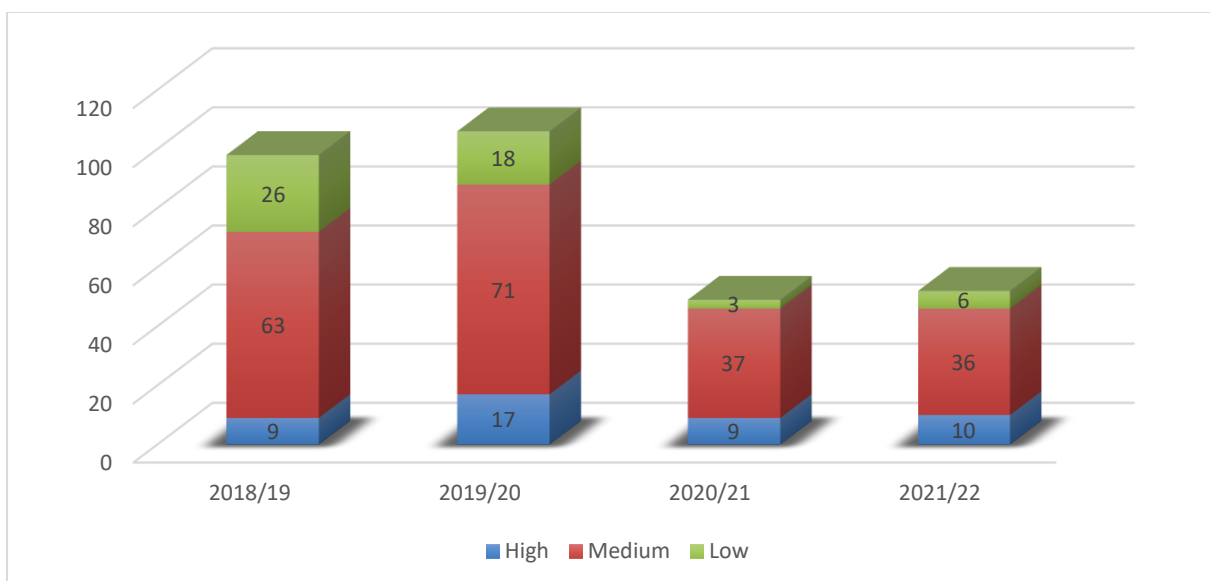
4.18 The trend in the audit opinions over the past few years is illustrated in the graph below. This shows that, in percentage terms:

- Full assurance was given once in 2019/20, which does not affect the trend;
- Substantial assurances have averaged a third of all opinions;
- Reasonable assurance has slightly increased across all years;
- Limited assurances have stayed roughly the same; and
- No assurance was given for the first time for one audit in 2020/21.

4.19 Internal Audit's opinion remains that the overall level of internal control in the Council is reasonable.



4.20 The bar chart below shows the number and level of priority of recommendations made in comparison to previous years. Although, the overall number of audits completed is still low in 2021/22, the majority of the recommendations made remain as medium with a small number of high.



4.21 A summary of Audit work across the organisation is shown within the table in Appendix 1

5. Performance indicators

- 5.1 The following performance measures were put in place within 2021/22:
- % of draft reports received by the audit manager within 6 weeks of the initial meeting with the auditee;
 - % of draft reports finalised with the auditee within 21 days following the Audit Managers review; and
 - A target of 90% of the audit plan programme to be completed/ at draft report stage, by the end of the financial year.
- 5.2 The outcome of the performance measures for 2021/22 are detailed below:
- 29% of the draft reports were received by the audit manager within 6 weeks;
 - 86% of draft reports were finalised with the auditee within 21 days; and
 - 82% of the audit plan programme was completed by the end of the financial year.

Majority of the audits were not within the timescales for the performance measures due to Covid-19, resource availability (services and contractors) and service priority.

6. Anti-fraud and corruption

- 6.1 The Council is committed to the highest possible standards of openness, probity and accountability. A fraudulent or corrupt act can impact on public confidence in the Council and damage both its reputation and image. Counter-fraud arrangements assist in the protection of public funds and accountability.
- 6.2 Policies and strategies are in place setting out the Council's approach and commitment to the prevention and detection of fraud or corruption, including an anti-fraud, bribery and corruption policy and an anti-money laundering policy.

National Fraud Initiative (NFI)

- 6.3 The Council continues to conform to the requirements of the National Fraud Initiative (NFI). An annual SPD NFI exercise is carried out to match data from the Council tax system and the Electoral roll. The Council submitted the required data sets for this in February 2021, with feedback on potential matches being received instantly.
- 6.4 The data sets were analysed in September 2021 and, of the 647 cases processed, 44 were identified as potential frauds with a total recovery of £19,770.

Proactive anti-fraud work

- 6.5 No new anti-fraud work has been done in respect of Covid-19 Business Grants since being reported for 2020/21. However, an audit of Covid-19 Business Grants is scheduled for 2022/23.

Irregularities

- 6.6 The Corporate Investigation Officers have assessed and where appropriate, advised, investigated or supported the investigation of any allegations of fraud, corruption or improper practice. Analysis of the types of investigation and the number undertaken in 2021/22 are detailed in the table below. *(The below figures do not detail any work carried forward from 2020/21)*

Area	No. of cases
Fly tipping	16
Revenue & Benefits	62
Other	17
Total	95

7. Internal Audit Opinion

- 7.1 The Audit Manager is responsible for the delivery of an annual Audit Opinion that can be used by the Council to inform its AGS. The opinion concludes on the overall adequacy and effectiveness of the Council's framework of GRC.
- 7.2 In giving this opinion, assurance can never be absolute, as Internal Audit cannot review every decision and transaction of the Council. Therefore, only a reasonable assurance can be provided that there are no major weaknesses in the Council's processes reviewed and any reliance placed on other sources of assurance.
- 7.3 In assessing the level of assurance to be given, the opinion is based on:
- Written reports on all internal audit work completed during the course of the year (assurance & consultancy);
 - Results of any follow up exercises undertaken in respect of previous years' internal audit work;
 - The results of work of other review bodies where appropriate for example PSN certification;
 - The counter-fraud work carried out by the Corporate Investigations Team;
 - The quality and performance of the Internal Audit service and the extent of compliance with the Standards;
 - NFI data match checks;
 - Participation on relevant governance groups across the Council including, the Corporate Governance Group, Information Governance Group and Heads of Service; and
 - Mitigations in place to minimise the risks identified within the Corporate Risk Register.

Opinion of the Audit Manager

I am satisfied that sufficient assurance work has been undertaken to allow me to form a reasonable conclusion on the adequacy and effectiveness of Rushmoor Borough Council's GRC environment.

In my professional opinion, Rushmoor Borough Council's framework of GRC is **reasonable/adequate** and assurance work undertaken has demonstrated controls to be working in practice.

Where weaknesses have been identified through internal audit review, we have worked with management to agree appropriate corrective actions and a timescale for improvement.

It should be noted that these issues have already been recognised by Managers and they are working to address them.

8. PSIAS

- 8.1 The PSIAS and the Local Government Application Note (LGAN), together came into effect from April 2013 and supersedes the 2006 CIPFA Code of Practice for Internal Audit in Local Government.
- 8.2 A self-assessment against the standards for 2021/22 has been carried out by the Audit Manager. There are 11 overall standards, which are broken-down into 336 fundamental principles, against which to measure compliance. A summary of the findings is shown in the table below.

	Compliant			
	Yes	Partial	No	N/A
2021/22	297 (94.9%)	11 (3.5%)	5 (1.6%)	23

- 8.3 A detailed breakdown of the areas of compliance and non-compliance is shown within Appendix 2.
- 8.4 The key areas of non-compliance are due to not having:
- An external assessment carried out on the audit activity – *This is due to be carried out every 5 years. Previously, this was not done on the basis of cost/benefit due to the size of the function. However, this will be reviewed this year.*
 - Structure of Internal Audit function – *The position of Internal Audit in the Council should be reviewed to assist with the improvement of its effectiveness in assisting senior management with the GRC framework. A strategy paper has been produced on the subject.*
 - Up to date Audit policies and procedures – *Due to other higher priority work/ Covid-19 these were not updated within 2020/21. These will be reviewed in 2022/23.*

- Regular meetings with External Audit – *Regular meetings have not been carried out with External Audit. These will be reviewed in 2022/23.*
- An assurance map in place – *A recent assurance map has not been developed to identify all the areas of assurance which can be/are obtained including 3rd parties. This will be addressed in 2022/23.*

8.5 All items have been included as actions within the QAIP in Appendix 3.

9. Quality Assurance and Improvement Plan (QAIP)

9.1 The QAIP for 2022/23 will look to address some of the non-compliance and partial compliance identified within the PSIAS self-assessment, over the next financial year, taking in to account the resources available. The full QAIP for 2022/23 is set out in Appendix 3.

Assurance reviews				
	No Assurance	Limited Assurance	Reasonable Assurance	Substantial Assurance
ELT/Corporate wide			Capital Project (Voyager House)	
Finance		Insurance	NNDR and Sales Ledger	FMS & Bank Recs and Benefits
IT, Facilities & Customer Services				
HR&OD		Contractors & IR35		
ACE			Corporate Risk Management	
Democracy, Strategy & Partnerships				
Operations				Homelessness, B&B and Temp Accom
Legal				
Regeneration & Property				
Economy, Planning & Strategic Housing				

	Advisory Work	Counter-Fraud
ELT/Corporate wide		NFI
Finance		Revenues & Benefits
IT, Facilities & Customer Services		
HR&OD		
ACE		
Democracy, Strategy & Partnerships		
Operations		Fly tipping
Legal		
Regeneration & Property	Union Yard	
Economy, Planning & Strategic Housing		Planning & Housing

PSIAS – Self-assessment

Aspect of Standards	No. of requirements in the standards	Standards not applicable at RBC	No. of applicable standards assessed	Compliance assessment		
				Yes	Partial	No
Definition of internal auditing	3		3	3		
Code of ethics	13		13	13		
<i>Attribute Standards</i>						
Purpose, authority & responsibility	23		23	23		
Independence & objectivity	30	5	25	22	2	1
Proficiency & due professional care	21		21	20	1	
Quality assurance & improvement programme	27	6	21	17	3	1
<i>Performance Standards</i>						
Managing the internal audit activity	47	1	46	42	2	2
Nature of work	31		31	28	3	
Engagement planning	58	5	53	53		
Performing the engagement	22		22	22		
Communicating results	55	6	49	48		1
Monitoring progress	4		4	4		
Communicating the acceptance of risk	2		2	2		
Totals	336	23	313	297	11	5
				94.9%	3.5%	1.6%

Quality Assurance and Improvement Plan (QAIP) 2022/23

Non-conformance	Action	Comments
Have not carried out an external assessment on the Audit activity every 5 years.	Cost/benefit analysis will be done.	Previously, this was deemed not beneficial from a cost and time perspective.
The CAE is not sufficiently senior to be able to provide credibly constructive challenge to senior management.	The structure of Internal Audit will be reviewed to assist senior management with the GRC framework.	This has been highlighted in the Internal Audit Strategy Paper.
Do not have in place up to date policies and procedures for the Internal Audit activity.	The internal audit policies and procedures will be updated.	This was due to be carried out within 2020/21. However, due to other higher priority work and Covid-19 this was not carried out. This will be reviewed in 2022/23.
Do not regularly meet with External Audit.	Communication between Internal and External Audit should be improved.	The Redmond Review suggested that Internal and External Audit should engage more effectively. This will be reviewed in 2022/23.
Have not carried out assurance mapping for the Council this year.	An assurance map should be set out.	Assurance mapping will be carried out to clearly show where the committee can gain assurance on the risks facing the Council.

**CORPORATE GOVERNANCE
AUDIT AND STANDARDS COMMITTEE**

**AUDIT MANAGER
REPORT NO. AUD 22/08**

26 MAY 2022

ANNUAL GOVERNANCE STATEMENT – 2021/22

SUMMARY:

The purpose of this report is to present the Annual Governance Statement 2021/22 for review and approval.

RECOMMENDATIONS:

Members are requested to note the Council's Annual Governance Statement 2021/22.

1 Introduction

- 1.1 In July 2017 the Council adopted a revised Code of Corporate Governance prepared in accordance with the CIPFA/ SOLACE framework document entitled 'Delivering Good Governance in Local Government: Framework (2016 Edition)'.
- 1.2 Regulation 6(1) of the Accounts and Audit Regulations 2015, provides that each financial year the Council must:
 - a) Conduct a review of the effectiveness of the system of internal control; and
 - b) Prepare an annual governance statement.
- 1.3 The Annual Governance Statement (AGS) should be reviewed and approved by this Committee prior to being signed by the Chief Executive and the Leader. The statement will then be published alongside the Statement of Accounts.

2 What is the Annual Governance Statement

- 2.1 The Council is required by the Accounts and Audit Regulations 2015 to prepare and publish an AGS, in order to report publicly on the extent to which we comply with our own Local Code of Corporate Governance, including how we have monitored the effectiveness of our arrangements in the year and on any planned changes to our governance arrangements in the coming year.
- 2.2 The Committee provides essential support for the approval of the AGS and for ensuring that good governance is embedded throughout the Council's activities.

- 2.3 With the lifting of the Covid-19 pandemic restrictions, the changes impacting the governance arrangements within the Council have been detailed within the AGS.

3 Methodology for compiling the AGS

- 3.1 The existing governance arrangements against the CIPFA/ SOLACE: 'Delivering good governance in Local Government framework – 2016 Edition' have been reviewed.
- 3.2 Assurance statements were obtained from Heads of Service to demonstrate how governance arrangements within their service meet the CIPFA/SOLACE framework for good governance.
- 3.3 Furthermore, the Corporate Governance Group (CGG) has reviewed the AGS to ensure all governance arrangements have been reflected within the statement.
- 3.4 Actions to improve the governance arrangements are detailed within the AGS. Work undertaken towards implementing these actions will be regularly reviewed by the CGG and updates on the progress will be reported to this Committee.
- 3.5 The AGS for 2021/22 is contained within Appendix A of this report.

4. Requirements of the Committee

- 4.1 To ensure a meaningful review of the AGS, this Committee should draw on its knowledge of the governance arrangements established and how they have operated during the course of the year, including:
- Reviewing the Local Code of Corporate Governance which is contained within Appendix B of this report;
 - Ensure that the AGS is underpinned by a framework of assurance, which has been set out within the AGS;
 - Assurances provided by Internal Audit throughout the course of the year for the application of governance arrangements in practice and the monitoring of recommendations to improve governance arrangements. This has been included in the Audit Opinion (AUD2207); and
 - Consider how the Council applies governance principles in practice based on other agenda items reviewed by the Committee throughout the year.

- 4.2 The Committee needs to be satisfied that the AGS contained in appendix A properly reflects the risk environment and any actions required to improve it and demonstrates how governance supports the achievement of the Council's objectives.

AUTHOR: David Thacker, Interim Audit Manager
01252 398810
david.thacker@rushmoor.gov.uk

Nikki Fleming, Audit Manager
01252 398810
nikki.fleming@rushmoor.gov.uk

HEAD OF SERVICE: David Stanley, Executive Head of Finance
01252 398440
david.stanley@rushmoor.gov.uk

References: CIPFA/ SOLACE framework: Delivering Good Governance in Local Government: Framework (2016 Edition)

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Annual Governance Statement 2021/22

Introduction and scope of responsibility

Rushmoor Borough Council (RBC) has approved and adopted a local code of corporate governance, which is consistent with the seven core principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) and Society of Local Authority Chief Executives (SOLACE) Framework 'Delivering good governance in Local Government'. A copy of RBC's adopted Code is on the Council's website:

([Local Code of Corporate Governance](#)) RBC updates it's code annually and evidence is collated and assessment for compliance by the Corporate Governance Group (CCG) and the Executive Leadership Team (ELT).

The Annual Governance Statement (AGS) 2021/22 states how the Council has complied with the Code and also meets the requirements of the Accounts and Audit Regulations 2015, regulation 6 (1b), and as amended by the Accounts and Audit (coronavirus) (Amendment) regulations 2020, which requires all relevant authorities to prepare an Annual Governance Statement. It is subject to detailed review by the Corporate Governance, Audit and Standards Committee (formerly Licensing, Audit and General Purposes Committee) and approval in advance of them agreeing the Statement of Accounts, into which the AGS is referred.

RBC is responsible for ensuring its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs, which include arrangements for the management of risk, whilst facilitating the effective exercise of its functions.

The Purpose of the Governance Framework

The governance framework comprises the systems, processes, culture and values by which the authority is directed and controlled. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process, designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised and to manage them efficiently, effectively and economically.

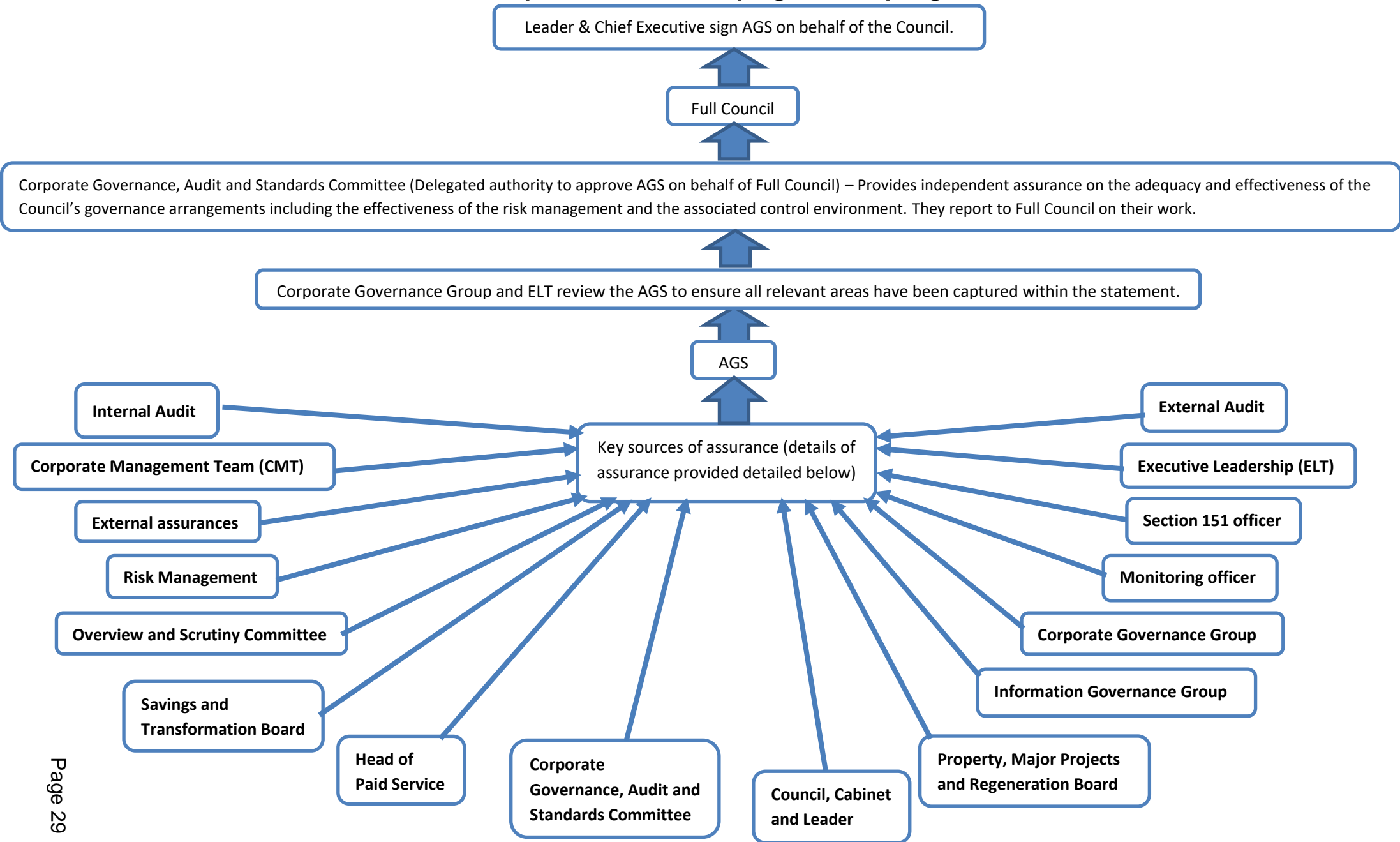
What is the Annual Governance Statement (AGS)?

The Council is required by the Accounts and Audit Regulations 2015 to prepare and publish an AGS, to report publicly on the extent to which we comply with our own local Code of Corporate Governance including how we have monitored the effectiveness of our arrangements in year and on any planned changes to our governance arrangements in the coming year. In this document the Council:

- acknowledges its responsibility for ensuring that there is a sound system of governance;
- summarises the key elements of the governance framework and the roles of those responsible for the development and maintenance of the governance environment;
- describes how the Council has monitored and evaluated the effectiveness of its governance arrangements in the year, and on any planned changes in the coming period;
- provides details of how the Council has responded to any issue(s) identified in last year's governance statement; and
- reports on any key governance matters identified from this review and provides a commitment to addressing them.

The Council's Governance Assurance Framework, which underpins the AGS, has been in place at the Council for the year ended 31 March 2022 and up to the date of approval of the AGS and Statement of Accounts.

The Council's process for developing and adopting the AGS



Council, Cabinet and Leader	<ul style="list-style-type: none"> • Adopting and making substantive changes to the constitution • Approving or adopting the annual budget • Agreeing and/or amending the Terms of Reference for Committees, deciding on their composition and appointing.
Overview and Scrutiny Committee	<ul style="list-style-type: none"> • Pre and post decisions made are subject to scrutiny/ call in for review by the Committee.
Corporate Governance, Audit and Standards Committee (CGAS)	<ul style="list-style-type: none"> • Provides independent assurance to the Council on the adequacy and effectiveness of the governance arrangements, risk management framework and internal control environment. • Promotes high standards of Member conduct. • Approves the Annual Statement of Accounts and Annual Governance Statement.
Risk Management	<ul style="list-style-type: none"> • The corporate risk register is regularly reviewed and monitored to ensure appropriate mitigation is in place. • Service risk registers are regularly maintained and updated which are fed into the corporate risk register. • Regular updates on risk management and the risk environment is provided to CGAS.
Corporate Governance Group (CGG)	<ul style="list-style-type: none"> • Officers with statutory roles within the Council e.g., the Monitoring officer and Section 151 officer, review and provide assurance over the governance arrangements within the Council including any constitutional changes or issues.
External assurances	<ul style="list-style-type: none"> • Assurances are obtained from external bodies e.g. compliance with PSN. • Peer reviews
Information Governance Group (IGG)	<ul style="list-style-type: none"> • IGG develops and maintains an information governance framework for effective management of information. • Authority to decide/recommend operational matters around all aspects of information governance and reports to CGG. • Oversight of the Council's Cyber Security treatment plan.
Property, Major Projects and Regeneration Board	<ul style="list-style-type: none"> • Review of governance and risk management over major projects, for example Civic Quarter and Union Yard.

Head of Paid Services	<ul style="list-style-type: none"> The Chief Executive carries the responsibility for the proper management of RBC and for ensuring that the principles of good governance are reflected in sound management arrangements. Leads the Council's Management team in driving forward the Council's Strategic objectives.
Monitoring Officer	<ul style="list-style-type: none"> Ensures compliance with established policies, procedures, laws and regulations. Monitors ethical standards. Reports actual or potential breaches of the law.
Section 151 Officer	<ul style="list-style-type: none"> Develops a medium term financial strategy that is aligned with strategic priorities. Safeguards public money Promotes and deliver good financial management.
Executive Leadership Team (ELT)	<ul style="list-style-type: none"> Implements the policy and budgetary framework set by the Council and provides advice to Committees and the Council on the development of future policy and budgetary issues and oversees the implementation of Council policy. Influences a corporate culture and fostering a culture of high ethical standards and integrity. Identifies and addresses cross cutting and strategic issues that may impact on the Council's control environment and risk.
Corporate Management Team (CMT)	<ul style="list-style-type: none"> Responsible for developing, maintaining and implementing the Council's governance, risk and control framework. Including maintaining service risk registers. Contribute to the effective corporate management and governance of the Council. Provide assurance statements for the governance arrangements within their services which inform the Local Code of Corporate Governance and the AGS.
External Audit	<ul style="list-style-type: none"> Audit/ review and report on the Council's financial statements (including the Annual Governance Statement), providing an opinion on the accounts and use of resources, concluding on the arrangements in place for securing economy, efficiency and effectiveness in the use of resources (the value for money conclusion).
Internal Audit	<ul style="list-style-type: none"> Provides independent assurance and annual opinion on the adequacy and effectiveness of the Council's governance, risk management and control framework. Delivers an annual programme or risk-based audit activity. Makes recommendations for improvements in the management of the Council's risk, governance and control environment.

Covid 19 Pandemic

Since March 2020 the Council has been impacted by the coronavirus pandemic. There was a significant impact on the Council in order to maintain essential services, whilst adapting to provide alternative virtual services in line with government guidance. In order to ensure the Council stays informed the Gold, Silver and Bronze groups still operate and meet every two months, where necessary. The various changes, which impacted the Council's governance, were reported within the 2019/20 and 2020/21 AGS. During 2021/22 the Council has continued to implement some changes made as a response to the Covid 19 pandemic, some of which have now become part of the Council's business as usual.

Decision Making

The legislation put in place during the Covid pandemic, which enabled Council's to carry out decision making committees remotely, was not renewed. As a result, decision making committees e.g., Council, Cabinet etc, reverted to being held in person. However, a hybrid approach is now being taken with non-decision-making committees where attendance can be in person or remote.

Emergency powers

Delegated powers remain in place to allow the Council to respond quickly when required to issue necessary grants. As there was still the potential that this was required these remained in place and are regularly reviewed. For example, during the phase of the Omicron outbreak, the Council was required to pay out grants to businesses to assist them, as a matter of urgency. The delegated powers were used in this instance to ensure the Council paid out these grants promptly.

Working from home

The Council has maintained a fluid approach to where staff work, enabling a hybrid of working environments to suit staff whilst also maintaining the same level of service provided to the Council's stakeholders. There is currently a 'rethinking the workplace' project underway which will firm up the Council's hybrid approach.

Financial implications

The Annual Governance Statement for 2020/21 outlined the significant impact Covid-19 had on the Council's finances. Whilst there was a shift in focus from dealing with the immediate short-term impacts from Covid-19 towards the recovery phase, the Council still had to assess and mitigate the impact on income from Council Tax, Business Rates and Fees and Charges. Additional expenditure, funded from Covid-related reserves was incurred, particularly around the Council's role in supporting the welfare of vulnerable individuals and communities, and costs associated with reopening the Council Offices and moving towards Council staff to working under a Hybrid model.

The Council continued to monitor high-risk income and expenditure budgets closely during the financial year given the potential impact on the Council's finances, uncertainty around how long restrictions would remain in place, and how recovery from Covid may fundamentally change some of the Council services.

The Government provided Councils with additional funding in 2021/22 to help mitigate the financial impact from Covid. Funding was provided directly to the Council in the form of grant funding and compensation for income loss from sales, fees and charges. The Council also received a number of funding streams that it was required to use to support businesses that were required to close or were subject to financial pressure because of the pandemic. These included a number of Business Rates Grants schemes with the Council being required to design and approve local schemes to support businesses.

Un-ringfenced grant and compensation funding received from the Government included:

- Covid-19 Emergency Funding: £0.489m
- Covid-19 Income Loss Compensation: £0.137m

The Government provided funding to support businesses through the pandemic with a number of different Business Rates Grants schemes active between March 2020 and March 2022. The Council paid out over £29m over this period as shown in the table below:

Grant Scheme	Active until	Value of Grant Payments (£)
Small Business Grants Fund (SBGF)	closed August 2020	7,050,000
Retail, Hospitality and Leisure Business Grants Fund (RHLGF)	closed August 2020	6,990,000
Local Authority Discretionary Grants Fund (LADGF)	closed August 2020	825,000
Local Restriction Support Grants (various schemes)	closed June 2021	6,637,786
Omicron Hospitality and Leisure Grant	closed March 2022	524,029
Restart Grant		3,700,033
Additional Restrictions Grant (ARG)	closed March 2022	3,336,944
Total		29,063,793

At the time of writing, the Council had yet to finalise the outturn position for 2021/22, but it was anticipated that the impact on the Council's revenue budget, as a result of the pandemic, had been as forecast and budgeted for in-year. It is worth noting that the Council does have balances and reserves available to help mitigate the likely outturn position and some of the financial risks and pressures outlined. However, it is expected the Council will need to review the 2022/23 budget and Medium-Term Financial Strategy over the course of the financial year to ensure the Council remains financially resilient.

Councils are required by law to have balanced budgets. If a way in which to finance expenditure cannot be identified then it is the statutory responsibility of the Section 151 officer, as a last resort, to issue a section 114 notice. This notice prohibits all new expenditure, with the exception of safeguarding vulnerable people and statutory services. Due to the current financial challenges, as a result of the Covid-19 pandemic, CIPFA agreed with MHCLG to temporary modifications to the existing guidance around issuing section 114 notices, in order to create an opportunity, within existing statutory limits, to enable an exploration of what further options and/or financial assistance may be available.

Therefore, should this be considered by the Council's Section 151 Officer, the following process would be carried out in line with CIPFAs current guidelines:

- At the earliest opportunity the Head of Finance (Section 151 Officer) will make informal confidential contact with MHCLG to advise of financial concerns and a possible forthcoming section 114 notice.
- The Head of Finance (Section 151 Officer) will communicate the potential unbalanced budget position, due to Covid-19, to MHCLG at the same time as providing a potential Section 114 report to Cabinet and the Council's external auditors (Ernst and Young).

In December 2021, the Department for Levelling-up, Housing and Communities (DLUHC) announced an intention for the following dates to apply for the 2021/22 accounts and audit process in England:

31 July	Publication of the unaudited statement of accounts	The requirement in the Accounts and Audit Regulations 2015 (as amended) is for the public inspection period to be commenced by 1 August. However, this commencement can only happen at the earliest the first working day after the unaudited accounts (and other specified documents) are published.
30 November	Publication of the audited statement of accounts	The Accounts and Audit Regulations currently require publication by 30 September and will need to be amended before the date is formally moved back two months.

With the move to business as usual and the removal of Covid-19 restrictions, the Council's services have resumed and facilities have reopened to the public, although the Council's offices currently operate on an appointment basis only. Certain facilities, e.g., Princes Hall Theatre, which had been used as a vaccination centre during the pandemic, have reverted to their primary function.

Throughout 2021/22 the Council has supported the broader Covid-19 response in facilitating test centres, both temporary and permanent, and vaccination centres. The Council also ensured that elections were carried out effectively whilst still maintaining the necessary Covid-19 restrictions which were in place at the time, which included social distancing, changes to canvassing and a greater push for postal votes.



Our values and behaviours set out what our organisation stands for and what is important to us collectively. Through embedding them into everything we do, we will work together to achieve success.



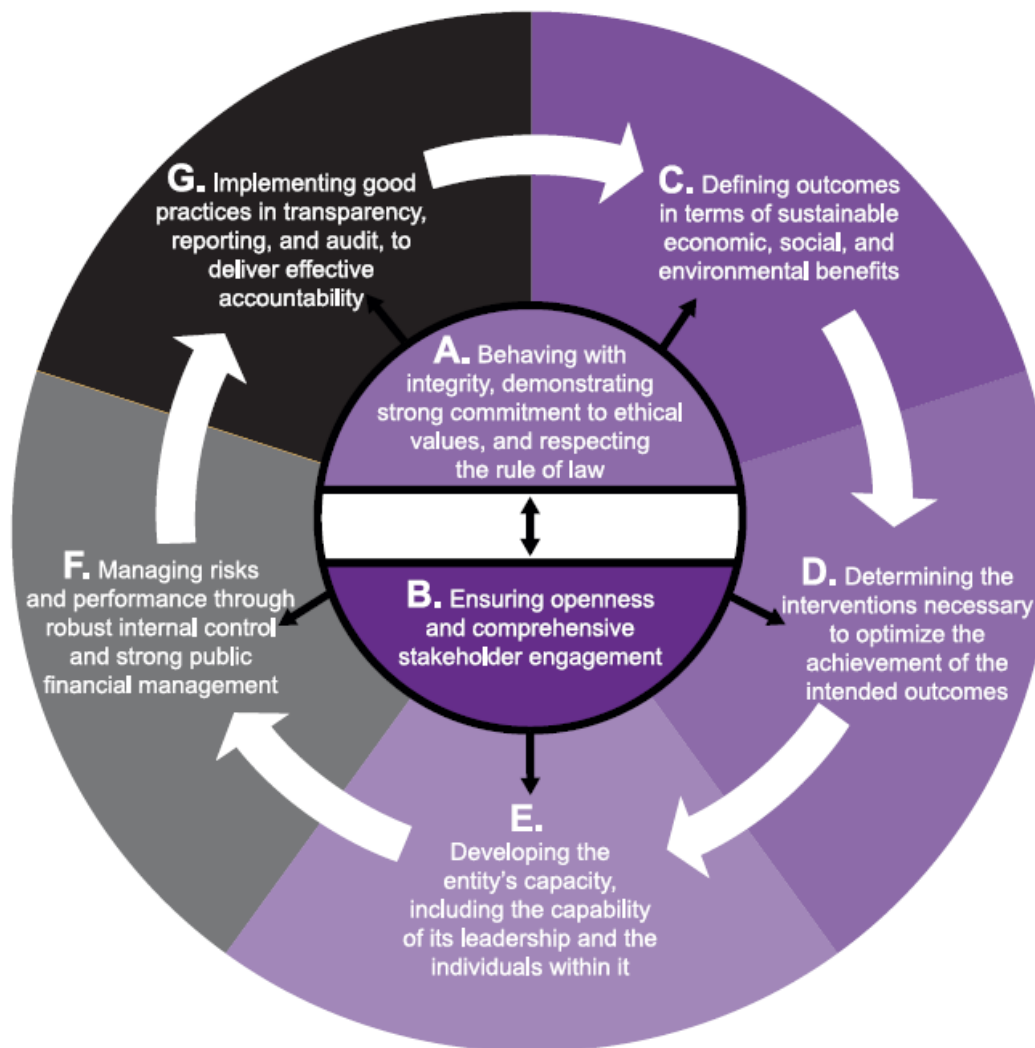
How does the Council monitor and evaluate the effectiveness of its governance arrangements?

The Council reviews the effectiveness of its governance arrangements annually. The key sources of assurance that informs this review are:

- The work of the Corporate Governance, Audit and Standards Committee (CGAS), Members and Senior Officers of the Council who have responsibility for good governance, as set out above in the diagram showing the overview of the Council's corporate governance framework.
- A statement of assurance is obtained from Heads of Service to confirm the governance arrangements in place within their service and any actions to be included within the AGS.
- Risk management reports and the corporate risk register is maintained and scrutinised by Corporate Management Team (CMT) quarterly and subsequently communicated to CGAS and the Corporate Governance Group.
- The Audit Manager's update reports on the internal audit activity, which provides an independent assurance that GRC is in place and provides an opinion on the effectiveness of these arrangements.
- Half yearly updates to the CGAS Committee monitoring the work carried out towards the governance actions identified in the previous year's AGS.
- Any comments made by External Audit or other external reviews.
- Internal Corporate Governance Group provides assurance over the governance arrangements within the Council.

What are the key elements of RBC's Governance Framework?

The Council aims to achieve good standards of governance by adhering to the seven core principles, detailed below, which form the basis of the Council's code of Corporate Governance:



The following pages provide a summary of actions and behaviours taken by the Council in relation to each of these seven core principles and associated sub principles.

PRINCIPLE A

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

Sub principles	Demonstrated by
Behaving with integrity	<ul style="list-style-type: none"> • A code of conduct is in place for both Councillors and staff, both are contained within the Council's constitution. The codes outline the ethical standards and behaviours to be adopted and observed by elected Members and officers to ensure that Council business is conducted with fairness and integrity. There are processes in place to ensure that Members and Officers are adequately trained in matters relating to the Constitution. • A Member Constitution review group is in place to assist and review the Constitution as and when required. • The Council also has in place various policies, procedures and guidance including HR policies, Anti-fraud, Acceptable Use of IT, Declarations of Interest, and Gifts and Hospitality. All colleagues are made aware of any new policies or changes and training is provided as necessary and the Council has commenced a programme to ensure policies are reviewed on an annual basis. • Specific legal and regulatory requirements and/or Standards and Codes of Practice are maintained by staff for Membership of relevant professional bodies, including continuing professional development. • Where necessary the Council collaborates with other professionals for advice and guidance. For example, the Council appointed external professional advice from solicitors to support the legal work around property and construction for regeneration of Aldershot and Farnborough town centre. • Records of Executive Decision to evidence delegated authority are maintained for Regeneration. • A register of Member interests is published on the Council's website to ensure that any conflicts of interests are open and transparent. Furthermore, these are reviewed by the Corporate Governance Group on an ad hoc basis. • The Corporate Management Team has responsibility to ensure that decisions are made properly and that these are monitored by the Governance Group and Deputy Monitoring Officers. • Financial reports to relevant committees.
Demonstrating strong commitment to ethical values	<ul style="list-style-type: none"> • The Council has established a Governance Group, which includes the Monitoring Officer, Deputy Monitoring Officers, the Chief Financial Officer, the Assistant Chief Executive, IT Service Delivery Manager, the Information Governance Officer and the Audit Manager, to ensure that the Council works within its rules and that the necessary governance provisions are followed, and associated guidance, advice and training is provided. • The Council has adopted a Corporate Values Framework which sets out the attitudes and behaviours expected from staff. The four corporate values are Collaborate, Innovate, Brave and Integrity. • Procurement processes are currently being reviewed to be made more robust to ensure high quality suppliers are selected and value for money is obtained. • The Member Development Group maintains a programme for Member training and development and the Council has secured the Charter for Member Development, managed by South East Employers. Re-accreditation was achieved in March 2020. Furthermore, specific training has been provided by South East Employers to the Overview and Scrutiny Committee on effective scrutiny.

Page 40	<ul style="list-style-type: none"> • The Licensing, Audit and General Purposes Committee changed to Corporate Governance, Audit and Standards committee to provide more focus on corporate governance. Training has been provided to the Committee to strengthen their focus. In addition to this an independent member has been appointed with an audit background to provide further support to the Committee and scrutiny of the Council's governance arrangements. • Member training is provided for Members to support them in their roles, and they are encouraged to attend training including on Equality, Diversity and inclusion. • A Champion for Equality and Diversity has been appointed for Cabinet and Equality & Diversity Action Plan has been put in place as an outcome from the peer review work.
Respecting the rule of law	<ul style="list-style-type: none"> • The Constitution sets out responsibilities within the Council. This is maintained by the Head of Democracy, Strategy and Partnerships in conjunction with the Governance Group, to ensure that the Council's legal requirements are met, and the provisions are up to date. A full review of the Constitution was carried out in 2019/20 with support from a cross party Member Constitution Review Group. This was formally adopted by the Council in June 2020. • The Council has appointed the following officers as required: <ul style="list-style-type: none"> - The Head of Paid Service (Chief Executive) – Overall accountability for the governance arrangements operating within the Council - The Monitoring Officer – Ensures decisions taken are within the law and the Council complies with the provisions of its Constitution. - The Chief Financial Officer – Principal finance adviser to the Council and is responsible for the proper administration of the Council's financial affairs and financial control environment. • The Council's in-house legal service identifies and advises the Council on key elements of the law and their application. • The Council is mostly compliant with the Local Government Transparency Code. The Council has commenced a programme to ensure compliance with all the mandatory publication requirements of the code. The Corporate Management Team own the elements of the code which are specific to their services while the Corporate Governance group have oversight. • The Corporate Health and Safety team collate breaches and liaise with appropriate partner organisations and authorities e.g. HSE • The Council is compliant with the governments Public Services Network (PSN) and the Council is working towards completing the implementation of a Cyber Security treatment plan in line with the 10 steps guidance from the National Cyber Security Centre (NCSC), with work to enhance ransomware defences, backup solutions, cloud delivery, identity management, business continuity and incident management for cyber security. • The Council has in place a specific Data Protection Officer and breaches are reported to the Information Commissioners Office (ICO) as appropriate.

PRINCIPLE B

Ensuring openness and comprehensive stakeholder engagement

Sub principles	Demonstrated by
Openness	<ul style="list-style-type: none"> The Council's policies and governance framework are published on the Council's website – this includes: <ul style="list-style-type: none"> The Constitution Agenda and reports for all meetings within the Council's decision-making framework Cabinet work programme Annual budget Pay Policy and Gender Pay Gap Statements Record of Executive Decisions Information required under the Transparency Code Annual Statement of Accounts The Council's 3-year business plan is published on the council's website along with the monitoring of the actions towards the plan. The Council regularly carry out consultations on major policy initiatives which is conducted in an open way with all consultations available on the Council's website. Equality position statement reinforces how we will publish information to demonstrate compliance with the equality duty. The Council has an up-to-date Freedom of Information Act 2000 publication scheme in place on its website with links to information and guidance for stakeholders. During 2021/22 the Council published 4 Arena magazines, to inform the community of the work and services carried out by the Council. Contracts are managed with a partnership approach and decisions are made in an open and transparent way, including open book accounting processes.
Engaging comprehensively with institutional stakeholders	<ul style="list-style-type: none"> Rushmoor Partners Network is in place, which in future will include a focus on the UK shared prosperity fund. Regular informal consultation is undertaken with representatives of all public sector partners that have a presence or footprint within the Borough's area. A statement of community involvement is published on the Council's website. Formal and informal consultation is carried out with Members through a range of working groups. As part of delivering regeneration projects and better use of assets there are regular interactions with organisations such as Homes England, Hampshire County Council, the M3 LEP, Defence Estates and major local landowners and appropriate services within the Council. The Council adopted the Local Plan 2014-2032 on the 21 February 2019, which involved participation from numerous stakeholders. Details are published on the Council's website.

Page 42	<ul style="list-style-type: none"> • Local Enterprise Partnership (LEP) (Enterprise M3) – The Council has established good relationships and partnership arrangements as part of the involvement with the LEP. • A relationship management approach and system is in place. We now have an audit trail on contacts and have increased our levels of engagement through visits, meetings and working through partners. As part of the development of the Strategic Economic Framework strategic engagement to inform the framework was completed. • The Council supports the Prospect Estate Big Local (PEBL) • Re-negotiation of contracts based on open-book reviews for example on the Council's waste contract, which has regular involvement from the Portfolio Holder, the Cabinet and other elected members.
Engaging with individual citizens and service users effectively	<ul style="list-style-type: none"> • The Council has invested in a range of traditional, digital and social media channels to enable regular contact, engagement and consultation with its key stakeholder groups, including customer feedback surveys, workshops, consultation items on the Council's website and regular citizen consultation on both Borough-wide and place specific issues. There has been extensive consultation for the regeneration function including direct mailshots, public exhibitions, group meetings and presentations. • The new Council website project informed by resident engagement and feedback on existing website and opportunities to test the new site (currently under development and due for launch in May 2022) • We have effective arrangements in place to communicate and consult with relevant key stakeholders where appropriate and to fully consider/ use their feedback and/or complaints to help inform decisions. Furthermore, following a Peer Review the Council has established a process for undertaking regular citizen consultation on both Borough-wide and place specific issues. • The Council has a corporate modernisation programme (Savings and Transformation Programme) in place and consultation with Members, Officers, Key stakeholders and the public is ongoing to assist and shape this programme delivery and underpin the principle of a 'one-Council' approach. • Examples of significant consultation exercises carried out during 2021/22 included: <ul style="list-style-type: none"> - Tell us what you think about the services we provide – 2021 - Our plans for Southwood Country Park – your views - Strategic Economic Framework - your views - Aldershot Town Centre Public Space Protection Order - Tell us what you think - Draft Green Infrastructure Strategy - Tell us what you think - Business Survey 2022 (This was a survey to businesses in the Borough only) • A scheme is in place within the Council's Constitution to have public participation at Member meeting. Therefore, meetings of the Council and its Committees are open to members of the public to attend, with agendas and minutes being publicly available on the Council's website. • Committee meetings can now be webcast to engage with stakeholders via different mediums.

PRINCIPLE C

Defining outcomes in terms of sustainable economic, social, and environmental benefits

Sub principles	Demonstrated by
Defining outcomes	<ul style="list-style-type: none"> The Council's plan has been developed with a 10 year 'vision' and a 3-year rolling business plan with objectives to assist with the achievement of the vision. The plan is shown on the council's website along with the monitoring of the actions towards the plan, which is updated and published on a quarterly basis. The results of the Residents Survey 2021 were considered as part of the 'evidence base' for the Council Plan 2022-25. A Regeneration & Major Projects Programme is established and aligns to the Council Plan. A People Strategy is in place for the organisation which identifies the objectives and priorities linked to the priorities within the Council plan. Following comprehensive resident and stakeholder consultation, the Council developed its priorities and measures of success with Members in a range of ways including discussions with individual portfolio holders, the Cabinet and the Policy and Project Advisory Board. The Cost Reduction & Efficiency Programme (CREP) was initiated to review significant expenditure across the Council's services with a view to making savings. It has since been subsumed by the Savings & Transformation Programme (STP). Option appraisals are undertaken for all key decisions and are a standard part of the operations. Governance arrangements have been clearly set out for Rushmoor Homes. Proper management of Board reporting and relationship with Council. An active review of service business plans are carried out during the year by Senior Management.
Sustainable economic, social and environmental benefits	<ul style="list-style-type: none"> A template is in place for the Council's reports to Cabinet which require the consideration of business, Strategic, Economic, Legal, Financial and Equalities impact of the decisions being made and how decisions are to be made. All reports requiring executive decisions (except those exempt) are accessible via the Council's website. (Records of Executive Decisions) A PESTLE analysis was carried out in order to contribute to the 10-year Council vision and rolling 3-year plan. This looks at how external moves will impact on the Council's plans and objectives. The Council's Policy and Performance team monitors place and organisational data to support the work. Service and Project risk registers are regularly updated with links to the Corporate Risk Register. The Council has adopted and implemented the Local Plan 2014-2032 (adopted 21 February 2019). Details are published on the Council's website. Consultation was undertaken, and a proactive role was undertaken to engage as many residents and stakeholders as possible. Feedback from the consultation informed the submission of the Local Plan. Social, environmental and economic evidence was obtained to inform the development of the Local plan

- In November 2019, members of the council's Cabinet approved the council's Climate Change Action Plan 2020-2030. There are more than 90 actions in the plan, which will be updated every year and includes plans to
 - increase recycling and reduce waste, including by introducing a weekly food waste collection service in 2021/22, ahead of the anticipated national introduction in 2023
 - To look at how we make sure Aldershot and Farnborough town centre regeneration schemes include measures like energy efficient buildings, energy generation, and green transport
 - To involve local people in our efforts, including through things like community gardens and helping people get more involved in their local neighbourhoods
 - To make our own buildings more energy efficient, moving to green energy where possible, and to look at how our staff can work differently to reduce our impact on the environment

- Rushmoor Development Partnership

Through its business plan and site development plans the economic, social and environmental benefits of regeneration are quantified including:

- Placemaking – ensuring the that the developments proposed provide enhancements to the vitality of the local community and the physical environs.
- Sustainability – with the Climate Emergency declared by the Council the redevelopment of Farnborough town centre has been identified as offering the opportunity to display an exemplar approach to design, transportation and community facilities.
- Financial returns – developments are viable and deliverable while still achieving community support for transforming the town centres.
- Utilising external expertise – a partnership approach is taken to development making the most of the attributes of the respective partners in terms of risk, knowledge management, data assessment and communications. In addition external advice has been sought to bolster officer capacity and expertise in deciding upon the best routes to deliver regeneration in terms of value for money.

PRINCIPLE D

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

Sub principles	Demonstrated by
Determining interventions	<ul style="list-style-type: none"> • Arrangements are in place to ensure all options are considered before decisions are taken and service changes implemented. External / independent expertise is often used if the decision is of a complex technical nature. An example of this being the use of external experts for the Council's Union Yard Regeneration Project. • The Overview & Scrutiny Committee considers the effective delivery of Council priorities and recommends interventions and remedies as appropriate. • Consideration of alternative courses of action for all decision making is undertaken. • The Corporate Governance Group consider legal/constitutional issues associated with decision making.
Planning interventions	<ul style="list-style-type: none"> • At service level, priorities and objectives are encouraged to be SMART and these are underpinned by plans and, for major projects, there is significant emphasis on effective project management. The Council is investing in additional project management resources to ensure this. • The Corporate Manager -Legal Services and the Principal Solicitors are engaged in wider discussions with client teams on options for resourcing larger legal projects and higher profile actions to ensure these are resourced as efficiently as possible e.g., making use of the EM Lawshare framework discounted rates; considering alternatives to prosecution; considering the terms of a Public Space Protection Order; resourcing and managing external legal support for the regeneration projects.
Optimising achievement of intended outcomes	<ul style="list-style-type: none"> • Arrangements are in place to monitor operational and financial plans, priorities, KPI's, quality and targets and to report on progress, e.g. quarterly monitoring, budget monitoring. • The Council has several key partnerships with other local authorities and stakeholders in order to optimise the achievement of the Council's corporate plan. • The Council has in place more significant arrangements for project development, both internally and through the Member decision making structure. This has been achieved through the revised Member structure to include the following: <ul style="list-style-type: none"> - Corporate Governance, Audit and Standards (CGAS) Committee, with specific roles to ensure effective governance - The Property Investment Advisory Group (PIAG) provides early consideration of projects prior to submission to the Cabinet. This group is supported by LSHIM who provide market-based assessments of acquisition, disposal, and asset performance. - The Overview and Scrutiny Committee is undertaking both pre- and post-decision scrutiny on a range of issues and projects. - The Regeneration and Major Projects Programme Board provides the oversight and key input into the delivery of projects and meets 6-weekly. Each project within the defined programme has an established resource structure across a number

of disciplines within the Council to ensure the right course of action is taken.

- The Rushmoor Development Partnership Board meets monthly to provide oversight and scrutiny of the projects being taken forward by the Joint Venture. The partnership is well governed by a partnership agreement, project plans and a decision-making structure culminating in a board made up of 50:50 public: private directors with reports to the Executive Director that are taken to Cabinet/Full Council as required.

PRINCIPLE E

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

Sub principles	Demonstrated by
Developing the entity's capacity	<ul style="list-style-type: none"> The council asked the Local Government Association (LGA) to carry out an equality peer challenge based on the Equality Framework for Local Government which was undertaken in January 2021. The main findings and recommendations from this review can be found on the Council's website (Peer Challenges of the Council) The Council is working towards implementation of the recommendations made from the Equality peer review. The Council, where possible, collaborates with other authorities to share information and best practice and third parties, e.g. Hampshire & Isle of Wight Chief Executive group and subsequent groups. CMT actively carry out reviews of their services and plans during the year. The Council regularly makes use of 'benchmarking' exercises and other research to support corporate priorities and work.
Developing the capability of the entity's leadership and other individuals	<ul style="list-style-type: none"> Arrangements are in place to ensure staff have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and are able to update their knowledge on a continuing basis e.g., CPD through attendance at seminars/conferences, mandatory training courses via the Council's E-learning modules etc. Development reviews are carried out annually. Within these reviews, training needs are identified and communicated to HR in order to ensure individuals are provided with the training they require for their role and identify any Council wide training which may be required. The Council has engaged in 'learning at work week', which has been carried out virtually during the Covid-19 pandemic and will be carried out again later in the year. The Council has adopted a Corporate Values Framework, which sets out the attitudes and behaviours expected from staff. The four corporate values are Collaborate, Innovate, Brave and Integrity. The Council is providing leadership programmes and apprenticeship leadership programmes to support the continued professional development of staff. The Council has introduced an Employee Assistance Programme to support health and wellbeing. Training courses are also offered for example a recent mental health awareness course through the Council's Occupational Health provider. Wellbeing weeks have also been introduced encouraging staff to participate. Yammer has been introduced to promote staff working and includes learning and development elements. The Council's constitution defines the statutory and distinctive roles of the Leader and other Councillors and sets out to whom decision making powers are delegated. The Member Development Group maintains a programme for Member training and development and the Council has secured the Charter for Member Development, managed by South East Employers. Re-accreditation was achieved in March 2020. Furthermore, specific training has been provided by South East Employers to the Overview and Scrutiny Committee on effective scrutiny. The Council has established a Corporate Governance, Audit & Standards Committee by reformatting the roles and responsibilities of its

former Licensing, Audit & General Purposes Committee to provide more of a focus on all matters around corporate governance. During the past year, the Council has also appointed an independent member to assist with their work and provided a suite of training for all members of the new Committee.

- The Council subscribes to relevant professional bodies e.g., CIPFA publications
- During the past 18 months, through the Pandemic working group, the Council implemented all covid secure working measures, staff wellbeing was a key priority, which include a remote working toolkit, new IT working from home equipment and additional IT support to help staff with the range of new systems introduced.

PRINCIPLE F

Managing risks and performance through robust internal control and strong public financial management

Sub principles	Demonstrated by
Managing risk	<ul style="list-style-type: none"> The Risk management policy has been embedded over 2021/22 and internal audit reviewed in February 2022. Audit actions will be addressed in 2022/23 and will bring some revisions to the existing policy to improve efficiency of reporting and to further strengthen the link between risk registers and the Council Plan. Training on the Council's risk management policy was provided to Service Managers and Heads of Services in February 2021 and offered to CGAS Members in summer 2021. Cabinet receives quarterly reports covering both performance and risk. The Corporate Management Team reviews the risk registers on a bi-monthly basis. Service and Project risk registers feed into the Corporate Risk Register. Furthermore, risks are considered within activities and decision-making reports taken to Cabinet. Service and Project risk registers are managed and updated regularly. Internal Audit provides a risk-based audit plan and reports on the effectiveness of risk management to the Corporate Governance, Audit and Standards (CGAS) Committee. In recent years pressure has been placed on the County Council, and some of this pressure has flowed through to Districts. This poses some risks at a social level and within the budgets for the Council. Work to review the Council's Business Continuity policy had been 'paused' during Covid response and recovery but re-commenced in autumn 2021. The Council is receiving advice and guidance on the existing policy from Hampshire County Council and a programme of training for key members of staff is scheduled for April 2022. IT Disaster Recover business continuity service/ plans have been reviewed and updated – the work was linked to the DLUHC cyber security treatment plan 2021/22 – 2022/23. A new Cyber Security Stance was presented to the Corporate Management Team (Oct 2021), setting out the threat of cybercrime, the councils technology stance, work plans and mitigations. In addition, all staff attended a specific 'phishing' training and awareness session. IT follows End User Device (EUD) guidance issued by National Cyber Security Centre (NCSC) when implementing security solutions and endpoint operating systems. Council IT infrastructure is audited annually, and results passed to NCSC for review and further guidance on actions to take to maintain compliance (including annual PSN assessment). Recently the Council has been awarded funding from the NCSC to improve its Cyber Security arrangements.
Managing performance	<ul style="list-style-type: none"> Effective performance, financial and risk management arrangements are an integral part of all business activities, examples include: <ul style="list-style-type: none"> Option appraisals/ risk assessment Day to day business / performance / service business planning arrangements/ quarterly reporting Projects and programme management Contractual and third-party arrangements (including shared risks) Business continuity plans are in place, tested and communicated to staff as necessary The Council's management ensures day-to-day performance management is normal as part of the culture and through the Council's management teams there is a culture of robust challenge in place for all key decisions.

	<ul style="list-style-type: none"> • The creation and publication of the Council's 3-year business plan for 2022-25. The plan is published on the council's website along with the monitoring of the actions. • The Council has in place an Overview and Scrutiny Committee to encourage debate on policies, objectives and outcomes before, during and after decisions are made. They also review the quarterly monitoring of the Council plan.
Page 50 Robust internal control	<ul style="list-style-type: none"> • All Rushmoor staff is responsible to some degree in the management of risk and adherence to internal controls in their day-to-day activities, from front line staff to Heads of Service (HoS), Executive Directors and the Chief Executive. Employees consider what might go wrong and take steps to reduce the likelihood or impact if it does by the use of internal controls. • Internal Audit provides an annual opinion on the effectiveness of the Council's governance, risk management and internal control environment. This assurance is obtained from involvement with relevant governance, risk management and internal review groups and outcomes from audit reviews carried out within the year. Details of this are reported to the CGAS Committee for review. • The Council has a Corporate Investigations Team who investigate potential fraud, corruption and maladministration and provide effective counter fraud arrangements within the Council. • The Council carries out relevant external compliance checks e.g., Fire, safety checks and Covid 19 measures.
Managing data	<ul style="list-style-type: none"> • Effective arrangements are in place for the safe collection, storage, use and sharing of data with other bodies, including processes to safeguard personal data in line with GDPR requirements. • An information Governance Officer is in place and work is currently underway to update the Council's Information Security policies. • Effective arrangements are in place for the disposal, storage of legacy IT equipment. All hard disk-based systems are erased to HMG Infosec Standard 5 prior to disposal using accredited partners. IT equipment is stored in a locked storeroom when not in use\awaiting disposal. • Information governance e-learning modules are mandatory for all staff and Members on how to manage Council data. • Data breach logs are in place to record and enable review of breaches to ensure lessons are learnt and relevant action taken to prevent further breaches. • Data validation is an ongoing process and there are a number of year-end validation processes carried out particularly around the financial systems. In the past year, a new property system, Concerto, has been implemented, and a data validation exercise has been carried out to ensure that the data within the system is relevant, up to date and correct. • Executive Head of Finance is member of Information Governance Group and the Council's SIRO
Strong public financial management	<ul style="list-style-type: none"> • There are effective mechanisms in place for financial planning, budgetary control and reporting, including the management of financial risk. • External Audit review and report on the Council's financial statements providing an opinion on the accounts. • The Council is developing its programme to ensure compliance with the CIPFA Financial Management Code during 2022/23.

PRINCIPLE G

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

Sub principles	Demonstrated by
Implementing good practice in transparency	<ul style="list-style-type: none"> Agendas and minutes of Committee meetings are publicly available on the Council's website. An Overview and Scrutiny Committee is in place to monitor and review performance, review and/or scrutinise decisions proposed to be made, review policy and strategy with a view to securing continuous improvement. The Council is mostly compliant with the Local Government Transparency Code. The Council has commenced a programme to ensure compliance with all the mandatory publication requirements of the code. The Corporate Management Team own the elements of the code which are specific to their services while the Corporate Governance group have oversight. On the Council's website there is a Freedom of Information Act page to enable members of the public to have access to all recorded information held by the Council. Committee meetings, where possible, are open to the public for contribution and attendance. Decisions are recorded and published on the Council's website.
Implementing good practices in reporting	<ul style="list-style-type: none"> The Annual Statement of Accounts is published on the Council's website to give clear information on the income and expenditure of the Council. The Council publishes an Annual Governance Statement in order to report how we have monitored the effectiveness of our governance arrangements in the year and any planned changes in the coming year. The CGAS Committee reviews and approves the Annual Statement of Accounts and the Annual Governance Statement. Performance is reported quarterly on a range of indicators, comparing some items with other Local Authorities and public sector bodies. A new performance management framework has been established for use by both Members and Officers. Performance progress is regularly reported on and communicated at Cabinet on a quarterly basis. Reporting arrangements for RDP/Housing Company have been put in place. Regular update seminar through the Policy and Projects Advisory Board, formal presentation to all Members at the point of submission of a planning application. Formal monitoring reports will be provided every six months to the Council's shareholder and the Chief Executive. The Chief Executive will enable consideration of these reports by the Council's Overview and Scrutiny Committee on progress and the CGAS Committee on any governance matters.
Assurance and effective accountability	<ul style="list-style-type: none"> The terms of reference and working arrangements of the CGAS Committee focus on ensuring transparency and effective audit of processes. Furthermore, an independent member has been appointed with specialist skills in audit to assist with the CGAS Committee. There are arrangements in place for ensuring all agreed actions from peer reviews, internal audit, external audit, or other inspectorate work are implemented by Management. Work is currently underway to ensure that the recommendations from the Equality Peer Review are put in place. Risk based internal auditing provides ongoing assurance that the key risks are being managed. A fundamental review and update of the Constitution was carried out and formally adopted by Council in June 2020.

How has the Council addressed the governance improvement actions from 2020/21 AGS?

The Annual Governance Statement 2020/21 contained the following key improvement actions. Updates have been provided throughout the year to the Corporate Governance, Audit and Standards Committee. Details of the latest update on these actions are detailed below. Where actions are ongoing these will be carried forward into the 2022/23 Action plan.

Governance Issue	Action	Current status
The Council faces a significant funding gap over the Medium-Term Financial Strategy period.	<p>The Council is working on a Cost Reduction and Efficiencies Programme (CREP) to identify cost reductions and additional income for the new MTFS period.</p> <p>A detailed design for the programme was agreed by Cabinet in March 2021 with significant work undertaken by Heads of Service and Service Managers to identify opportunities and lines of enquiry that will be validated and considered by members during 2021-22.</p> <p>The Assistant Chief Executive (as project sponsor) and the Executive Head of Finance (as Section 151 Officer) will provide support to the programme to enable members to consider options to close the funding gap.</p>	<p>Council approved the 2022/23 Revenue Budget and considered the MTFS at their meeting on 24 February 2022. The budget and MTFS included CREP opportunities with savings of £478k identified for 2022/23.</p> <p>The MTFS shows a significant funding gap remains across the MTFS and the Budget report to Council outlined the approach to be taken with the Savings and Transformation Programme (STP) to address the funding gap.</p> <p><i>Revised implementation date: July 2022</i></p>
Compliance with the CIPFA Financial Management Code	The Executive Head of Finance will undertake an assessment of the Council's compliance with the CIPFA Financial Management Code during Q3 2021 and prepare an Action Plan on matters or areas for improvement. These will be included in subsequent reports to the Corporate Governance, Audit and Standards committee as part of the update on the Annual Governance Statement Action Plan.	<p>An assessment by the Executive Head of Finance against the CIPFA FM code is planned for March/April 2022.</p> <p><i>Revised implementation date: May 2022</i></p>
External Audit have yet to provide an opinion for the 2019/20 accounts.	The Executive Head of Finance will ensure that the necessary information is provided to the external auditors to enable them to finalise their opinion on the 2019/20 accounts.	<p>The external audit opinion has not yet been received. Expectation is this would be provided by June 2022.</p> <p><i>Revised implementation date: June 2022</i></p>

C/f from 2019/20 AGS Actions		
Relationship Management and economic engagement plan	Develop relationship management approach and processes and economic engagement plan.	<p><i>Carried Forward</i></p> <p>The development of a relationship management approach/ processes through an engagement plan has been formalised through the drafting of the Council's Strategic Economic Framework (SEF). This is due to be signed off by Cabinet in March 2022. The SEF sits below the Council's Business Plan 2022-2025.</p> <p>The SEF notes that the council will:</p> <p>1.1: Create and maintain a Key Businesses Account Management Programme</p> <p>1.1.a) The council will establish and maintain a CRM (Client Relationship Management) system to help coordinate dialogue with businesses.</p> <p>Both actions are underway within the Economy and Growth team which has now been recruited. The Council's key businesses have been identified, relationships mapped and the Economy and Growth Team is systematically seeking to engage those businesses. A CRM has been developed and is being used by the team to capture business interactions. We are engaging other business facing teams in the council to explore how information on business engagement can be captured and shared across services - where data sharing agreements allow.</p> <p><i>Revised implementation date: March 2022</i></p> <p><i>Implemented</i></p>
Implementing a Capital Strategy to comply with the revised Prudential Code and the Treasury Management Code of Practice (<i>b/f from previous year</i>)	Finalise development of the Asset Management Strategy which supports the approved annual Capital Strategy.	<p><i>Carried Forward</i></p> <p>Issues regarding Capital and Investment need to be considered in the light of the overall Capital Strategy, Treasury Management Strategy and Asset Management Plan. The need for a separate Capital and Investment Strategy given the Council will purchase for regeneration or invest into its existing Portfolio is now questioned. This will be reviewed following completion of the Asset Management Plan.</p> <p><i>Revised implementation date: July 2022</i></p>

Concerns have been raised regarding the Council's systems and procedures for recording and monitoring commercial property (rental) income.	Timetable for implementation of Property System and review of the Finance system processes (Sales Ledger) will need to be agreed.	<p><i>Carried Forward</i> Improved reporting and revised invoicing timings have generally improved rent collections and the timing of this is Qtr Day post 7, 14, 21 & 28. Day collection figures show higher rates in 2021/22.</p> <p>Concerto has gone live for Estates Management now.</p> <p><i>Revised implementation date: June 2022</i></p>
Continue to act commercially in a more uncertain economic environment which will require revised assessment analysis appraisal to be carried out for the risk and return.	Consideration will be given by the Finance and Commercial Recovery workstream to ensure there is synergy between the commercial way forward and the objectives of the recovery workstream.	<p><i>Carried Forward</i> This is being addressed through the Council's Savings and Transformation Programme. An overview on the approach was set out in Appendix 4, Section 5 of the Revenue Budget, Capital Programme and Council Tax Level report to Council in February 2022.</p> <p><i>Revised Implementation date: September 2022</i></p>

Governance issues identified for 2021/22

The review of the effectiveness of the Council's governance framework has identified the following actions that will need to be addressed during 2022/23, excluding the actions carried forward from 2021/22 as detailed above. The progress against these actions will be reviewed by the Corporate Governance Group and regularly reported to the Corporate Governance, Audit and Standards Committee.

Governance Issue	Action	Target date	Lead Officer
Improving the robustness of estimates for schemes being considered for inclusion in the capital programme	The Executive Head of Finance will lead on the Council's Capital Programme planning process to ensure estimates of future capital expenditure are robust, to maintain the affordability of capital expenditure, revenue impacts are fully considered including mitigation of cost pressures.	July 2022 (with adoption as part of the 2023/24 Budget Strategy October 2022)	David Stanley, Executive Head of Finance and Section 151 Officer
Compliance with the CIPFA Financial Management Code	The Executive Head of Finance has undertaken an initial review of the Council's compliance with the CIPFA Financial Management Code for 2022/23 and will set out an Action Plan in response. An annual assessment will be undertaken by the Executive Head of Finance against the FM Code.	March 2023	David Stanley, Executive Head of Finance and Section 151 Officer
External Audit have yet to provide an opinion for the 2019/20 or 2020/21 accounts.	The Executive Head of Finance will ensure that the necessary information is provided to the external auditors to enable them to finalise their opinion on the 2019/20 accounts. Improvements have been made in the way Property Asset information is held and maintained which will support the audit of the 2020/21 and 2021/22 Accounts.	October 2022 & March 2023	David Stanley, Executive Head of Finance and Section 151 Officer
Process for s106 is more robust and continues to identify, collect and use contributions appropriately.	Key issue is now ensuring spend and as substantial funding is related to Open Spaces a post funded from s106 is being proposed to enable projects to be moved forward	September 2022	Tim Mills, Head of Economy, Planning and Strategic Housing
Ensuring comprehensive compliance around cyber security in line with the guidelines provided by the National Cyber Security Centre.	Enhancing our Cyber security Strategy and formalisation of a cyber security action plan. This is being actioned by the Cyber Security Treatment Plan.	October 2022	Nick Harding, Head of IT, Facilities & Customer Services

Ensuring compliance with the mandatory elements of the Local Government Transparency Code	Relevant services to carry out the necessary work to ensure that the mandatory elements of the transparency code are appropriately published as required. The Corporate Governance Group will have oversight to ensure that this is implemented.	July 2022	Rachel Barker, Assistant Chief Executive
Office 365 governance set-up	<p>The main aim of this to ensure that the Council's data is protected, retained and handled appropriately. When Office365 was implemented across RBC governance policies were not developed and applied which needs rectifying.</p> <p>Currently engaging with Silversands to provision a set of activities for a Data Protection Pilot to help focus on how to control sharing of a sample data set stored in Office365, assisting in the definition of internal policies providing technical advice and design of technical controls to implement agreed policies. In addition to provision a set of activities for an Information Governance Pilot that will help to focus on retention requirements for a sample data set from the pilot department which will assist in the development of a corporate retention policy and to map this policy to technical controls available in Office365.</p> <p>Outcomes of these pilots can then be assessed and applied across the rest of RBC, if agreed.</p>	September 2022	Information Governance Officer / Catriona Herbert, Corporate Manager Legal Services

Certification

To the best of our knowledge, the governance arrangements, as defined above and within the Council's Code of Corporate Governance, have been effectively operating during the year with the exception of those areas highlighted on page 29 above. We propose over the coming year to take steps to address the above matters identified above to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation during the year and as part of our next annual review.

Signed:



David Clifford
Leader of the Council



Paul Shackley
Chief Executive

Date: 2022

2022

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Local Code of Corporate Governance

Introduction

Rushmoor Borough Council recognises the importance of effective corporate governance so that local communities can place trust in the way that the Council undertakes and carries out its duties. This document sets out the Council's commitment to corporate governance and identifies the arrangements to ensure its effective implementation and application in all aspects of the Council's work.

What is Corporate Governance?

Rushmoor Borough Council has accepted the definition of Governance as stated within the CIPFA/ SOLACE Framework,

'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 public sector, both governing bodies and individuals working for public sector entities must try to achieve their entities objectives while 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'.

Core Principles

Rushmoor Borough Council is committed to applying the seven core principles of good governance set out in the CIPFA/ SOLACE framework, which are:

- A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.
- B. Ensuring openness and comprehensive stakeholder engagement.
- C. Defining outcomes in terms of sustainable economic, social and environmental benefits.
- D. Determining the interventions necessary to optimise the achievement of the intended outcomes.
- E. Developing the entity's capacity, including the capability of its leadership and the individuals within it.
- F. Managing risks and performance through robust internal control and strong public financial management.

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

This code identifies the actions and behaviours taken by the Council in relation to each of these core principles and associated sub principles. The details are set out in Appendix A and the relevant evidence is detailed within Appendix B.

Appendix A

Principle A

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

Local government organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, they can demonstrate the appropriateness of all their actions across all activities and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

Sub Principles	Council actions and behaviours
Behaving with integrity	<ul style="list-style-type: none">• Ensure that Members and Officer behave with integrity and lead a culture where acting in the public interest is visible and consistently demonstrated thereby protecting the reputation of the Council.• Ensure that Members take the lead in establishing specific standard operating principles or values for the Council and its staff and that they are communicated and understood. They will build on the Seven Principles of Public Life (The Nolan Principles)• Lead by example and use these standard operating principles or values as a framework for decision making and other actions• Demonstrate, communicate and embed the standard operating principles or values through appropriate policies and processes which will be reviewed on a regular basis to ensure they are operating effectively.
Demonstrating strong commitment to ethical values	<ul style="list-style-type: none">• Seek to establish, monitor and maintain the Council's ethical standards and performance• Underpin personal behaviour with ethical values and ensure they permeate all aspects of the Council's culture and operation• Develop and maintain robust policies and procedures which place emphasis on agreed ethical values• Ensure that external providers of services on behalf of the Council are required to act with integrity and in compliance with ethical standards expected by the Council.
Respecting the rule of law	<ul style="list-style-type: none">• Ensure Members and Officers demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations• Create the conditions to ensure that the statutory officers, other key post holders, and Members are able to fulfil their responsibilities in accordance with legislative and regulatory provisions• Strive to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders• Deal with breaches of legal and regulatory provisions effectively• Ensure corruption and misuse of power is dealt with effectively.

Principle B

Ensuring openness and comprehensive stakeholder engagement

Local government is run for the public good, organisations therefore should ensure openness in their activities. Clear, trusted channels of communication should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders.

Sub Principles	Council actions and behaviours
Openness	<ul style="list-style-type: none"> • Ensure an open culture through demonstrating, documenting and communicating the Council's commitment to openness • Make decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption will be for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential will be provided. • Provide clear reasoning and evidence for decisions in both public records and explanations to stakeholders and will be explicit about the criteria, rationale and considerations used. In due course, the Council will ensure that the impact and consequence of those decisions are clear • Use formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action.
Engaging comprehensively with institutional stakeholders	<ul style="list-style-type: none"> • Effectively engage with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably • Develop formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively • Ensure that partnerships are based on trust, a shared commitment to change, a culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit.
Engaging stakeholders effectively, including individual citizens and service users	<ul style="list-style-type: none"> • Establish a clear policy on the type of issues that the Council will meaningfully consult with or involve communities, individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes • Ensure that communication methods are effective and that Members and Officers are clear about their roles with regard to community engagement • Encourage, collect and evaluate the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs • Implement effective feedback mechanisms in order to demonstrate how their views have been taken into account • Balance feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity • Take account of the interests of future generations of tax payers and service users.

Principle C

Defining outcomes in terms of sustainable economic, social, and environmental benefits

The long-term nature and impact of many of local government's responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the authority's purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for finite resources available.

Sub Principles	Council actions and behaviours
Defining outcomes	<ul style="list-style-type: none"> • Have a clear vision, which is an agreed formal statement of the Council's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the Council's overall strategy, planning and other decisions • Specify the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer • Deliver defined outcomes on a sustainable basis within the resources that will be available • Identify and manage risks to the achievement of outcomes • Manage service users' expectations effectively with regard to determining priorities and making the best use of the resources available.
Sustainable economic, social and environmental benefits	<ul style="list-style-type: none"> • Consider and balance the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision • Take a longer term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the Council's intended outcomes and short-term factors such as the political cycle or financial constraints • Determine the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs • Ensure fair access to services.

Principle D

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

Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed continually to ensure that achievement of outcomes is optimised.

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Sub Principles	Council actions and behaviours
Determining interventions	<ul style="list-style-type: none"> • Ensure decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore, ensuring best value is achieved however services are provided • Consider feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land, and assets and bearing in mind future impacts.
Planning interventions	<ul style="list-style-type: none"> • Establish and implement robust planning and control cycles that cover strategic and operational plans, priorities and targets • Engage with internal and external stakeholders in determining how services and other courses of action should be planned and delivered • Consider and monitor risks facing each partner when working collaboratively including shared risks • Ensure arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances • Establish appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured • Ensure capacity exists to generate the information required to review service quality regularly • Prepare budgets in accordance with organisational objectives, strategies and the medium term financial plan • Inform medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy.
Optimising achievement of intended outcomes	<ul style="list-style-type: none"> • Ensure the medium term financial plan integrates and balances service priorities, affordability and other resource constraints • Ensure the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term • Ensure the medium term financial plan sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage • Ensure the achievement of 'social value' through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is "the additional benefit to the community....over and above the direct purchasing of goods, services and outcomes".

Principle E

Developing the Council's capacity, including the capability of its leadership and the individuals within it

Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mindset, to operate efficiently and effectively and achieve their intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an authority operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of the leadership of individual staff members. Leadership in local government entities is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.

Sub Principles	Council actions and behaviours
Developing the Council's capacity	<ul style="list-style-type: none"> • Review operations, performance use of assets on a regular basis to ensure their continuing effectiveness • Improve resources use through appropriate application of techniques such as benchmarking and other options to determine how the Council's resources are allocated so that outcomes are achieved effectively and efficiently • Recognise the benefits of partnership and collaborative working where added value can be achieved • Develop and maintain an effective workforce plan to enhance the strategic allocation of resources
Developing the capability of the Council's leadership and other individuals	<ul style="list-style-type: none"> • Develop protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained • Publish a statement that specifies the type of decisions that are delegated and those reserved for the collective decision making of the governing body • Ensure the Leader and the Chief Executive have clearly defined and distinctive leadership roles within a structure whereby the Chief Executive leads the Council in implementing strategy and managing the delivery of services and other outputs set by Members and each provides a check and a balance for each other's authority • Develop the capabilities of Members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risk by: <ul style="list-style-type: none"> - ensuring Members and Officers have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged - ensuring Members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis - ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external • Ensure that there are structures in place to encourage public participation • Take steps to consider the leadership's own effectiveness and ensure leaders are open to constructive feedback from peer review and inspections • Hold staff to account through regular performance reviews which take account of training or development needs

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|--|--|
| | <ul style="list-style-type: none">• Ensure arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing. |
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Principle F

Managing risks and performance through robust internal control and strong public financial management

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Local government needs to ensure that the organisations and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision making activities. A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline strategic allocation of resources, efficient service delivery, and accountability. It is also essential that a culture and structure for scrutiny is in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.

Sub Principles	Council actions and behaviours
Managing risk	<ul style="list-style-type: none"> • Recognise that risk management is an integral part of all activities and must be considered in all aspects of decision making • Implement robust and integrated risk management arrangements and ensure that they are working effectively • Ensure that responsibilities for managing individual risks are clearly allocated.
Managing performance	<ul style="list-style-type: none"> • Monitor service delivery effectively including planning, specification, execution and independent post implementation review • Make decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the Council's financial, social and environmental position and outlook • Ensure an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the Council's performance and that of any organisation for which it is responsible • Provide Members and senior management with regular reports on service delivery plans and on progress towards outcome achievement • Ensure there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements)
Robust internal control	<ul style="list-style-type: none"> • Align the risk management strategy and policies on internal control with achieving objectives • Evaluate and monitor the Council's risk management and internal control arrangements on a regular basis • Ensure effective counter fraud and anti-corruption arrangements are in place • Ensure additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the Audit Manager • Ensure and Corporate Governance, Audit and Standards Committee, which is independent of the executive and accountable to the Council: <ul style="list-style-type: none"> - Provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment - That its recommendations are listened to and acted upon.
Managing data	<ul style="list-style-type: none"> • Ensure effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data • Ensure effective arrangements are in place and operating effectively when sharing data with other bodies • Review and audit regularly the quality and accuracy of data used in decision making and performance monitoring

Strong public financial management	<ul style="list-style-type: none"> • Ensure financial management supports both long term achievement of outcomes and short term financial and operational performance • Ensure well developed financial management is integrated at all levels of planning and control, including management of financial risks and controls.
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Principle G

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

Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.

Sub Principle	Good practice	Key actions
Implementing good practice in transparency	the intended audience ensuring that they are easy to access and interrogate	<ul style="list-style-type: none"> • Strike a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand.
Implementing good practices in reporting		<ul style="list-style-type: none"> • Report at least annually on performance, value for money and the stewardship of the Council's resources. • Ensure Members and senior management own the results • Ensure robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publish the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (Annual Governance Statement – AGS) • Ensure that the Framework is applied to jointly managed or shared service organisations as appropriate • Ensure the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations.
Assurance and effective accountability		<ul style="list-style-type: none"> • Ensure that recommendations for corrective action made by external audit are acted upon • Ensure an effective internal audit service with direct access to Members is in place which provides assurance with regard to governance arrangements and that recommendations are acted upon • Welcome peer challenge, reviews and inspections from regulatory bodies and implement recommendations • Gain assurance on risks associated with delivering services through third parties and evidence this in the annual governance statement • Ensure that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met.

Appendix B

'The International Framework: Good Governance in the Public Sector' defines 'governance' as comprising the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved. The framework also states that to deliver good governance in the public sector both governing bodies and individuals working for them must try to achieve the Council's objectives while acting in the public interest at all times.

Core Principles	(A) Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	(B) Ensuring openness and comprehensive stakeholder engagement	(C) Defining outcomes in terms of sustainable economic, social and environmental benefits	(D) Determining the interventions necessary to optimise the achievement of the intended outcomes	(E) Developing the Council's capacity of its leadership and the individuals within it	(F) Managing risks and performance through robust internal control and strong public financial management	(G) Implementing good practice in transparency, reporting, and audit to deliver effective accountability
Evidence of Good Governance Page 69	The Constitution Whistleblowing Policy Anti-money laundering policy Anti-Fraud, Bribery and Corruption Policy – (Part 5 of the Constitution section 10) Members Code of Conduct – (Part 5 of the Constitution section 1) Officer Code of Conduct – (Part 5 of the Constitution section 8) Gifts and Hospitality policy Statutory Officer Roles – Head of Paid Service (Chief Executive), Chief Financial Officer (S151), Monitoring Officer and Data Protection Officer. Contract Standing Orders – (Part 4 of the Constitution section 10) Financial Procedure Rules – (Part 4 of the Constitution section 9) Scheme of Delegation for Executive Matters Non-Executive Matters – (Part 3 of the Constitution section 3 & 4)	Council website Council Plan and monitoring Freedom of Information Public consultations Committee meetings – Agenda & Minutes Records of Executive Decisions Scheme of Delegation for Executive Matters Non-Executive Matters – (Part 3 of the Constitution section 3 & 4) Annual statement of Accounts and Annual Governance Statement Local Government Transparency Code 2015 Rushmoor Local Plan Arena Magazine	Council Plan and monitoring Committee meetings – Agenda & minutes Service business plans Financial / capital programme reporting Scheme of Delegation for Executive Matters Non-Executive Matters – (Part 3 of the Constitution section 3 & 4) Records of Executive Decisions Contract Standing Orders – (Part 4 of the Constitution section 10) Rushmoor Local Plan CREP People Strategy Corporate and Service Risk Registers	Council Plan and monitoring Scheme of Delegation for Executive Matters Non-Executive Matters – (Part 3 of the Constitution section 3 & 4) Medium Term Financial Strategy Committee meetings – Agenda & Minutes Service business plans PIAG Overview & Scrutiny Committee Union Yard Project Board Property, Major works and Regeneration Programme Board	The Constitution Scheme of Delegation for Executive Matters Non-Executive Matters – (Part 3 of the Constitution section 3 & 4) Development reviews – highlighting any training needs for employees. Member development Member and employee induction programmes Council wide training e.g. Health and Safety, Data Protection Staff development including, Action Learning sets, Apprenticeships, and Leadership and management development Peer Challenges of the Council HR policies and wellbeing promotion	The Constitution Corporate Governance, Audit & Standards Committee Financial Procedure Rules – (Part 4 of the Constitution section 9) Contract Standing Orders – (Part 4 of the Constitution section 10) Information Governance Group Corporate Governance Group Risk based audits Annual Audit Opinion External Audit of Accounts Overview & Scrutiny – Agenda & Minutes Annual Governance Statement Budget monitoring reports Anti-Fraud, Bribery and Corruption Policy – (Part 5 of the Constitution) Anti-money laundering policy Whistleblowing Policy	Council website Council plan and monitoring Annual Statement of Accounts and Annual Governance Statement Local Government Transparency Code 2015 Freedom of Information Annual Audit Opinion Audit update reports Corporate Governance, Audit & Standards Committee Peer Challenges of the Council External Audits

Member interests register Council corporate values Corporate Governance group	Strategic Economic framework	Climate Change Action plan			Corporate and Service Risk Registers PSN compliance and Cyber Security treatment plan	
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**CORPORATE GOVERNANCE
AUDIT AND STANDARDS COMMITTEE**

**AUDIT MANAGER
REPORT NO. AUD 22/09**

26 MAY 2022

INTERNAL AUDIT – AUDIT UPDATE

SUMMARY:

This report describes:

- The work carried out by Internal Audit since the last report;
- An update on the overall progress on completing the 2021/22 Audit Plan; and
- An update on outstanding audit issues from reports issued in 2019/20 & 2020/21.

RECOMMENDATION:

Members are requested to:

- i. Note the audit work carried out in Quarters 3 & 4 to date.
- ii. Note the update to the expected deliverables for Quarter 1 2022/23.
- iii. Note the outstanding high-risk audit issues and engagement by the Services to address them.

1 Introduction

1.1 This report is to provide Members with:

- An overview of the work carried out by Internal Audit in Q3 & Q4 2021/22 to date;
- An update on progress towards completing the Audit Plan for 2021/22;
- A schedule of work expected to be delivered in Q1 2022/23; and
- An update on the outstanding audit issues from Internal Audit reports covering 2019/20 & 2020/21 focusing on the high-risk issues.

2 Overview of Work Carried Out in Q3 & Q4 to date

- 2.1 Since the last report, Internal Audit continued to work with Heads of Service and Service Managers to action and update the outstanding audit issues from 2019/20 and 2020/21 Audit reports.
- 2.2 Internal Audit issued the audit reports for the Purchase Ledger (2020/21), FMS & Bank Reconciliations, National Non-Domestic Rates (NNDR) Billing, Collection & Recovery and Insurance (Assets).
- 2.3 Internal Audit is finalising the audit the Voyager House Capital Project. However, fieldwork progress has been slow, as the key staff involved have left the Council.
- 2.4 Internal Audit is also involved in the ongoing Union Yard Capital Project in a consultative capacity.

- 2.5 Wokingham Borough Council (WBC), under a s113 Agreement to conduct audits on behalf of Internal Audit, is progressing an audit in Finance on the Sales Ledger, which should be finalised soon.
- 2.6 In Q4 Internal Audit was developing the Audit Plan for 2022/23, as well as the other reports that were presented at the last Committee meeting.

3 Progress towards completing the 2021/22 Audit Plan

- 3.1 Since the last update to the Committee, there have been no further changes to the 2021/22 Audit Plan.
- 3.2 The table below provides a summary of progress relevant to the 2021/22 Audit Plan:

Audit Status	Number of reviews	%
Finalised	7	38.9
Draft report with Auditee for management responses	0	0
In progress	3	16.7
Not yet started	1	5.5
Postponed to 2022/23	5	27.8
Cancelled	2	11.1
Total	18	100%

- 3.3 The table shows that 10 of the 11 audits (91%) to be delivered in 2021/22 are completed, being finalised or in progress. However, the remaining audit, on the CIPFA Financial Management Code, should commence in Q1 2022/23.

4. Audit Work Completed

- 4.1 The table below provides an overview of the assurance opinions, given to completed audits since the last update, based on Internal Audit's assessment of the control environment:

Audit Title	Assurance Opinion	Recommendations by Priority		
		High	Medium	Low
2020/21 Internal Audit Plan				
Purchase Ledger	Limited	3	3	2
2021/22 Internal Audit Plan				
FMS & Bank Reconciliations	Substantial	0	2	2
NNDR – Billing, Collection & Recovery	Reasonable	1	7	3
Insurance (Assets)	Limited	4	7	0

- 4.2 The table above highlights three audits for Finance, including one from 2020/21, and a joint Finance and Property audit. There was a total of eight high-risk issues in three of the reports.

For the Purchase Ledger audit (2020/21), the three high-risk issues were all repeat findings from the previous audit in 2017/18:

- A lack of segregation of duties and limited controls in the Purchase Ledger system;
- A lack of clarification over exemption from complying with the Finance Procedure Rules; and
- A lack of validity checks on new suppliers.

The Executive Head of Finance has agreed a target date of 30 September 2022, which will be 4 years from the date these issues were first raised.

For the NNDR – Billing, Collection & Recovery audit, the single high-risk issue related to write-offs and specifically mentions amounts exceeding the authority of the Revenues & Benefits Manager during the year, including one of £18,707 that should have been approved by Cabinet; repeat findings on write-off creation & approval segregation in iWorld; and appropriate write-off levels from the 2018/19 audit. The Executive Head of Finance has agreed a target date for all aspects by 31 May 2022.

For the Insurance (Assets) audit, reviewing both Finance and Property processes, there were four high-risk issues, which included repeats or partial repeats from the Estates Management & Commercial Properties audit in 2019/20:

- Two properties were identified where insurance cover could not be verified (one was valued at £4.4m in 2016 and the other value is unknown);
- Key person risk with the Payments & Insurance Manager (P&IM) having sole knowledge of all the key elements of the insurance process, e.g., claims handling, annual renewal procedures, overseeing the status of assets, etc. This has been highlighted by the current long-term absence of the P&IM and the subsequent delay to the audit fieldwork;
- A lack of a definitive master list of all property assets and no reconciliation to ensure that Insurance, Property and Finance hold aligned and complete records; and
- Insurance Reinstatement Values were last completed in November 2016, although the RICS recommends completion every 3-5 years. However, insured values have been index-linked since 2016 giving some degree of revision for increasing property valuations.

The Executive Head of Finance and the Interim Head of Property, Estates and Technical Services have agreed to resolve all the high-risk issues by 30 September 2022.

5. Expected Deliverables for Q1 2022/23

- 5.1 The Audit Plan for 2021/22 has not been completed. Consequently, the work being carried out to complete it is having to be done in Q1 2022/23 and is detailed within the table below:

Service	Audit/ follow up/descriptor	Status
Property, Estates & Technical Services	Voyager (Capital Project) – <i>A review of the regeneration project</i>	Report being finalised
Regeneration	Union Yard (Capital Project) – <i>Audit is providing Project Assurance and will be working alongside the Project Manager</i>	In progress until the project is completed
Finance	Sales Ledger – <i>A key financial system review looking at debtors and recovery</i>	Report being finalised
Finance	CIPFA Financial Code – <i>A key financial system review looking at compliance with the code</i>	Planned Q1 2022/23
Operations	Crematorium – <i>A review over the operations and administration</i>	Planned Q1 2022/23
Finance	Council Tax Billing, Collection & Recovery – <i>A review of CT with a focus on debtors and recovery</i>	Planned Q1 2022/23

- 5.2 The Audit Plan for 2022/23 has commenced simultaneously.

6. Outstanding Audit Issues from 2019/20 & 2020/21

- 6.1 From a review of the Audit reports issued during 2019/20 & 2020/21, the following information was identified:

Year	# of Reports	# of Issues	# Implemented (@28/03/22)	% Implemented (@28/03/22)
2019-20	12	106	69 (64)	65 (60)
2020-21	12	118	64 (60)	54 (51)

6.2 Overall, there has been a slight increase in issues implemented for both audit years with auditees still engaging with Internal Audit positively.

6.3 For 2019/20, of the 106 issues raised, 17 were high-risk and 11 (65%) have been implemented, which is three more than the previous report.

For 2020/21, of the 118 issues raised, 17 were high-risk and 7 (41%) have been implemented. This is unchanged per the previous report.

6.4 Details of the outstanding high-risk issues for the two years are attached in Appendix A below. They include management updates and, in some cases, revised target dates.

7. Recommendation

7.1 Members are requested to note the information provided within the report in relation to the Audit work carried out in Quarters 3 & 4 to date, the expected deliverables for Quarter 1 2022/23 and the outstanding high-risk audit issues from 2019/20 & 2020/21.

AUTHOR: David Thacker, Interim Audit Manager
07867 377484

david.thacker@rushmoor.gov.uk

HEAD OF SERVICE: David Stanley, Executive Head of Financial Services

References: *Internal Audit – Audit Plan 2021/22 and 2022/23* reports, presented to the Committee on 29 March 2021 and on 28 March 2022 respectively.

[Agenda for Corporate Governance, Audit and Standards Committee on Monday, 29th March, 2021, 7.00 pm - Rushmoor Borough Council](#)

[Agenda for Corporate Governance, Audit and Standards Committee on Monday, 28th March, 2022, 7.00 pm - Rushmoor Borough Council](#)

OUTSTANDING HIGH-RISK AUDIT ISSUES

Year of Audit	2019/20		
Report	Key findings	Management response and agreed action	Action by whom and when
PCI DSS	<p>a) The Council are allegedly paying a fine as a result of not being fully compliant with PCI DSS standards. This is due to the card terminal within the Princes Hall Theatre not transferring Cardholder data securely to the in-house CAPITA 360 system. This could not be confirmed at the time of audit.</p> <p>b) There is no management or oversight of the alleged fine within the Council, with no one being able to provide details i.e. start date, monthly amount, expiry date or whether this was still ongoing.</p>	<p>AGREED</p> <p>The Council has been making a monthly payment to CAPITA since late-2018 in respect of "CAPITA PCI DSS ANNUAL MGMT FEE". Whilst the charge is relatively low (£10 per month) it is unclear what this fee covers.</p> <p>In the absence of any detailed knowledge or awareness across Finance and IT teams, the Executive Head of Finance will review.</p> <p><i>Update: a) The Council pays CAPITA an additional processing fee. There is no fine. Issue addressed.</i></p> <p><i>b) A project has been established to ensure the Council is PCI DSS compliant with options available depending on the way in which car payments flow through the Council's systems.</i></p> <p><i>An independent assessment has been completed by a SAQ Assessor and the options detailed in the report are being analysed.</i></p>	<p>David Stanley, Executive Head of Finance 30/09/2022</p>

		<i>It is unlikely the project will be completed until Q1/Q2 2022/23 given the complexity and IT solutions.</i>	
Estates Management & Commercial Lettings	<p>Acquisition Strategy</p> <p>It was confirmed in the Financial Borrowing audit 2019/20 that Finance are not always aware of forthcoming borrowing requirements</p>	<p>Sometimes opportunities to invest mean that borrowing requirements need to be reconsidered by Council. This follows discussions with the Executive Head of Finance regarding the levels and cost of borrowing in relation to opportunistic purchases.</p> <p><i>Update: Issues regarding Capital and Investment need to be considered in the light of the overall Capital Strategy, Treasury Management Strategy and Asset Management Plan. The need for a separate Capital and Investment Strategy given the Council will purchase for regeneration or invest into its existing Portfolio is now questioned. This will be reviewed following completion of the Asset Management Plan.</i></p>	<p>Tim Mills, Interim Head of Property, Estates & Technical Services</p> <p>31/07/2022</p>
Estates Management & Commercial Lettings	<p>Debt Write Off</p> <p>Audit were advised by the Sales Ledger team that a debt of £26,595 relating to one of the two tenants at Wellesley House was awaiting write off authorisation. However, the property team were unclear who had responsibility to do this and the process to follow for writing off/chasing debts was unclear.</p>	<p>The current procedures contain debt management within the Finance Team. This responsibility needs to be shared and properly communicated through clear and jointly owned information collected in a way that reflects property as a different kind of debt to others.</p> <p>See above</p> <p>Through proactive tenant management the situation has improved on the retained office part occupied in the building and as at Jan 2020 the tenant</p>	<p>Tim Mills, Interim Head of Property, Estates & Technical Services / David Stanley, Executive Head of Finance</p> <p>30/06/2022</p>

		<p>had caught up with the rental payments for that Ground Floor Office Suite only.</p> <p><i>Update: Executive Head of Finance to provide HoS with supplementary debt management guidance. Also, the asset is being sold but the right to pursue the debt is being retained.</i></p>	
Estates Management & Commercial Lettings	<p>Aged Debt</p> <p>The 63.1% of the total debt (29/8/19), £142,238.36, has been outstanding for over 90 days.</p>	<p>As above.</p> <p><i>Update: Executive Head of Finance to provide HoS with supplementary debt management guidance. Also, regular benchmark data for rent collection is part of the quarterly monitoring report.</i></p>	<p>Tim Mills, Interim Head of Property, Estates & Technical Services/ David Stanley, Executive Head of Finance 30/06/2022</p>
Estates Management & Commercial Lettings	<p>Financial Monitoring</p> <p>There is currently no reporting on the performance requirement that the Council needs to achieve a net initial yield of approximately 5.25% to make an asset purchase financially viable. In addition, there is confusion as to whose responsibility it is to undertake this monitoring and reporting</p>	<p>LSHIM is reporting on the Investment and Legacy portfolios to the PIAG There is no such reporting on the remainder of the Councils properties managed in house by the Estates Team. These do not sit comfortably within the same performance parameters or expectations as the Investment/Legacy Portfolios but still a means to measure and to report will be required to be developed.</p> <p><i>Update: Rent collection data is reported to PIAG for the nine LSHIM asset managed properties. The Concerto Property Management System will allow reports to be created to show the effective rates of return. 5.25% was re-evaluated by the Executive Head of Finance on a basis that reviewed the aggregate rate of finance taking into account the spread of borrowing rates</i></p>	<p>Tim Mills, Interim Head of Property, Estates & Technical Services 30/06/2022</p>

		<i>across the debt portfolio such that assets with annual uplifts yielding more than a 4.25% yield was the amended return as part of the criteria in for 2019 and 2020 acquisition.</i>	
Taxi Licensing	Due to the manual nature of inputting the data into the system this has highlighted a number of human errors. Ranging from not recording payments which have been made against accounts, to the incorrect amount being inputted and charged. Options should be considered to see if elements of the system could be more automated to minimise the potential for errors and have a more efficient process.	<p>We recognise that the current systems and processes for Taxi Licensing are open to human error, due to the lack of automation available with the systems that we are working on. The errors identified have been corrected as far as possible, and changes have been made to the documents, processes and performance monitoring of the work to reduce the likelihood of errors, and to identify errors sooner. Longer term, we are reviewing the way that licences are processed, with a view to improving the technology to allow for more automation, therefore reducing the likelihood of human error, whilst improving the service to customers. We are undergoing continuous review, and where errors are identified, consideration is given to any process or system change that could be implemented to reduce the likelihood of the same error occurring. Since implementing this, we have seen a reduction in the error rate on the cases which are reviewed.</p> <p><i>Update: The system to automate will be implemented by Sep22. The rest of the steps taken to deal with the risk were implemented much sooner e.g., spot checks of cases, changes to how the</i></p>	<p>Shelley Bowman, Principal Licencing Officer 30/09/2022</p>

		<i>team work to separate roles etc. The delay has only been in the automation element, which has been put off due to the requirements to have the relevant skill from the IT team, and other projects in the Council being prioritised in that regard e.g., the website.</i>	
Building Control Partnership	2010 Building Regulations Requirement Hart do not publish their surplus or deficit figures as is required by the 2010 Building Regulations	<p>Look to resolve during negotiations on new Deed, referring to The Building (Local Authority Charges) Regulations 2010.</p> <p>Review of Regs to agree how the Partnership adheres to the requirement.</p> <p><i>Update: The figures have been received through another route. However, the issue continues to be pursued with writing to the finance team as well as pursuing through their Head of Finance. 21/12/21: No further updates and so will be escalated higher. Revised target date suggested. 05/05/22: No further updates despite regular requests. Date extended.</i></p>	<p>Martin Hobley, Building Control Partnership Manager</p> <p>31/01/2021</p> <p>Revised to 31/03/22.</p> <p>Revised to 30/06/22</p>
S106 SANGS	<p>a) There should be a plan in place as to how the funds are properly utilised and regular meetings to monitor this.</p> <p>This needs to include a plan of how to utilise monies that the Council may currently hold over 5 years or determine to repay sums. This would ensure that all monies that have been paid to the Council are utilised appropriately and prevent Developers successfully requesting funding back.</p> <p>b) There should be knowledge of who manages this fund. There should be regular meetings to discuss the value to enable full oversight.</p>	<p>Recommendation agreed.</p> <p>As part of the process of compiling the register and cleansing data any sums held for over 5 years will be identified.</p> <p>Regular meetings will be held between the Head of Economy, Planning and Strategic Housing, Planning and finance will be held quarterly starting in September</p> <p>All sums will be allocated to specific officers and teams and monitored through the quarterly meetings.</p>	<p>Tim Mills, Head of Economy, Planning and Strategic Housing</p> <p>30/11/2021</p> <p>Revised to 30/06/22</p>

		<p><i>Update: This process is ongoing due to the extent of the work. Additional funds have been identified over 5 years. The focus is on ensuring expenditure and developing proposals for an officer who will deliver these projects funded from s106, which will be considered by ELT shortly and it is anticipated this will be agreed.</i></p> <p><i>21/12/21: Infrastructure Funding Statement completed for 19/20 and will be published on web prior to 31/12/21 deadline. Work ongoing to identify potential spend. Revised target date suggested.</i></p>	
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OUTSTANDING HIGH-RISK AUDIT ISSUES

Year of Audit	2020/21		
Report	Key findings	Management response and agreed action	Action by whom and when
Alderwood Leisure Centre	It is unclear to identify if payments have been received for all of the bookings made as clear payment records are not held on the EZ facility system and unclear narratives on the Integra code.	EZ confirm certain aspects can be tied into RBC system. Nigel Swan emailed for guidance 30/11/21. Meeting with Alex Shiell 6/01/2021 to discuss requirements to integrate the two systems. <i>Update: This is a system connectivity issue. However, until a solution is found, a manual workaround is in place.</i>	Chris Beckett, ALC Manager 31/03/2022 Revised to 30/06/22
Application Patch Management	<p>IT are in the process of documenting processes, although application change management/patching has not yet been covered. When this is documented both overall and system specific arrangement need to be addressed.</p> <p>Linked to this further investigation needs to be carried out regarding systems where there is limited user testing of changes (see findings below, on roles and responsibilities). Specific to Express future changes need to be applied to test and tested/signed off, prior to migration to live.</p> <p>Retain evidence for future nontrivial changes/patches applied. This should aim to capture:</p> <ul style="list-style-type: none"> • Identification of change/patch, i.e. what was applied. • Evidence of testing (unit, integration and user, as applicable) and outcomes. 	<p>The council has a small IT team and tends to focus its limited resources on key line of business applications support. There are plans to recruit a service delivery manager to improve consistency of application support. It should be noted that key systems e.g. payments, payroll, revenues and benefits, business rates are well supported, including the use of external support companies – to ensure applications are patched and upgraded to the correct level.</p> <p>The regulatory services applications e.g. GIS/LLPG, Confirm and Uniform have dedicated IT staff employed to carry out upgrade works and maintain the systems to the correct level. It is agreed that the exception is the financial system, which is of ongoing</p>	Nick Harding, Head of ICT, Facilities & Projects 30/10/2021 Revised 31/07/2022

	<ul style="list-style-type: none"> • Sign offs/approval. <p>Longer term a Configuration Management Database (CMDB) could be investigated, to store this information in a structured manner.</p> <p>IT are in the process of increasing the IT Team, specifically recruiting additional staff to support changes to applications, including bringing back in-house changes currently processed by third parties; this should continue as planned.</p> <p>Batching is a symptom of current under resourcing and reliance on third parties. While a pragmatic approach is sensible, current batching levels are excessive. How batching is approached needs to be covered in documentation (i.e. assessment and decision for each change) and, as far as possible, minimised.</p>	<p>concern. There are plans for a major review planned for 2021 as part of the ICE programme.</p> <p>On Risk, the over-reliance point is more a management prioritisation issue both for Heads of IT and Finance.</p> <p><i>Update: Change Management – Jul 2022 as dependent on a new service desk system that incorporates Change. UAT – April 2022.</i></p> <p><i>Asset Management – new solution trial aimed to complete during Q4 2021/22</i></p> <p><i>All other recommendations are ongoing.</i></p>	
Application Patch Management	<p>Locate/put in place fit for purpose contracts for all systems. At a high level these should:</p> <ul style="list-style-type: none"> • Be up to date/in date. • Refer/link to current legislation. • Set out performance expectations, ideally quantified. • Set out support arrangements/response times. • Set out a realistic level of reporting, to confirm that performance/support expectations are being met. For example, annual/quarterly reports, against contract expectations. • Identify a realistic level of oversight, for example, periodic calls/meetings with account managers. 	<p>Disagree – this is in medium priority and not a priority at this time/ the ICE and C19 projects have a higher priority. If additional resources are provided this task could be agreed.</p> <p>Many of the Council's line of business applications have been in place with suppliers for many years and over time contracts have not been reviewed as the systems and support have been satisfactory. The council have good ongoing working and support arrangements, so contracts have only been reviewed as services have decided to change applications. If for any reason, we needed to request an up-to-date contract from a supplier this would be possible. Given the amount of</p>	<p>Nick Harding, Head of ICT, Facilities & Projects</p> <p>31/12/2022</p>

		<p>work involved we have not been able to allocate resources from IT to Legal to carry this task.</p> <p><i>Update: Review of contracts status by March 2022.</i></p> <p><i>Reviews with suppliers between Nov 2021 and April 2022.</i></p> <p><i>Where agreed re-negotiation needs to take place – throughout 2022</i></p>	
Contract Management Follow Up	<p>There is no Contract Management corporate framework in place to provide guidance for Contract Managers, Procurement and management to:</p> <ul style="list-style-type: none"> a) Assess the level of contract management required, e.g. formal, ad-hoc, 'light touch'; b) Assess the risk to the business, e.g. financial, Health and Safety, reputational, business continuity, etc; c) To re-assess the level of contract management as the contract becomes established and client relationships evolve; d) Set out the requirement of recording meeting minutes / contract issues / progress, including the need for a standard template; e) Set out the steps to take if a contractor's performance / quality of delivery is inadequate, e.g. KPIs. f) Set out the process for the review / monitoring of continual contracts, e.g. HAGS/SMP Ltd, those contracts with expiry dates and any action required, e.g. PHS; g) Set out the process for adding on to the Contract Register; h) Set out the process when handing over an on-going contract to a new manager to oversee, e.g. PHS. i) Set out the reporting requirements to senior management and Members 	<p>The New Constitution with the Contract Standing Orders, which covered the elements highlighted in the recommendation, went to Cabinet in May and was agreed. The Policy and Project Advisory Board (PAB) were consulted on the Council's Procurement Strategy 2020-2024 at their meetings in November 2019 and June 2020. A final draft of the Procurement Strategy was considered by Cabinet in August 2020. Training and Guidance will be produced for all officers involved in the procuring of services following the adoption of the revised Contract Standing Orders and Procurement Strategy.</p> <p><i>Update: Procurement responsibility changed September 2021 with Portsmouth CC (PCC) providing support. Head of Finance and Asst CEX to review Q1 2022</i></p>	<p>Principal Procurement Officer</p> <p>30/06/2022</p>

Contract Management Follow Up	There is no corporate guidance that sets out the clear roles and responsibilities for the Contract Managers, Procurement and management	<p>The updated Contract Standing Orders (CSO) sets out the roles and responsibilities. However, training on the update CSO will be given in the next few months so that contract managers are aware of their roles and responsibilities.</p> <p><i>Update: Procurement responsibility changed September 2021 with PCC providing support. Head of Finance and Asst CEX to review Q1 2022</i></p>	<p>Principal Procurement Officer</p> <p>30/06/2022</p>
Disabled Facilities Grants Follow Up	Two quantity surveyors are exclusively used (with one particularly favoured- BJC Design with payments in 2018/19 of c.£46k). The Contract Standing Orders 'requirement of aggregation' are not applied in assessing contract requirements.	<p>The Procurement Officer is working with Property Services to set up a separate framework agreement for surveyors and to advertise for new surveyors to be 'procured' and vetted. The Procurement Officer confirmed this will go out to competition for acquiring new contractors/surveyors (see also recommendations 5 and 6 above).</p> <p><i>Update: Working with PCC to understand where they can support this process.</i></p> <p><i>5May22: A Framework Agreement is not required. So, we will reach out to engage new surveyors. To ensure fairness, transparency, and equality to all surveyors a new web page will be set up offering new surveyors the opportunity to work on DFG's in Rushmoor. There will be an application form to complete online, and examples of work carried out and references will be required. Any new or existing surveyor will be required to provide</i></p>	<p>Hilary Smith, Private Sector Housing Manager</p> <p>31/03/2022.</p> <p>Revised to 30/06/22</p>

		<p><i>copies of indemnity insurance and annual final accounts.</i></p> <p><i>This will hopefully reach out to new surveyors to work in the RBC area, however there may be a cost implication on this due to the current surveyors working on 10% value of works, whereas others may charge up to 15% plus VAT.</i></p>	
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NOMINATIONS FOR COUNCIL REPRESENTATION 2022/23

PART 1 - OUTSIDE BODIES

1.	Aldershot and Farnborough Festival of Music and Art			
	The Festival takes place each year in May and with objectives to promote excellence in the performing arts at all levels and to encourage the participation of the people of Rushmoor, of all ages and abilities.			
	Location and frequency of meetings	Membership and Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Five times a year at 7.15 p.m. on a Monday at the Council Offices – Feb, June, Sept and Nov (AGM and Committee Meeting).	Up to three Members (cross Group representation) This role is assisting a community link	Cllr. Gaynor Austin Cllr. Mara Makunura Cllr. T.W. Mitchell	Cllr Mara Makunura Cllr Jules Crossley

2.	Basingstoke Canal Joint Management Committee			
	This Committee is administered by Surrey County Council (SCC) and is responsible for the oversight of the completion of the restoration of the Basingstoke Canal; the management and maintenance of the Canal as an environmental, navigational and recreational asset; and balancing the interests of all users of the Canal. Attended by representatives of local authorities and special interest groups .			
Page 89	Location and frequency of meetings	Membership and Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Twice a year Next meetings: 9th June & 3rd November at 10.00 a.m. at the Mytchett Canal Centre	Two Members and a Standing Deputy (requested by the Management Committee) This role is a link to the responsibilities of SCC and with an expectation for informal feedback	Cllr J.H. Marsh Cllr P.G. Taylor Standing Deputy: Cllr A.J. Halstead	Cllr J.H. Marsh Cllr P.G. Taylor Standing Deputy: Cllr Jules Crossley

Page 90	3. Blackbushe Airport Consultative Committee			
	The Consultative Committee provides a Forum for Blackbushe Airport to engage with local councils (parish, district and county) and other local interest groups and residents, related to airport business and events.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Twice a year - March/Sept-Oct The next meeting will be Tuesday 20th September at 7.00 p.m. at the Pathfinder Café, Blackbushe Airport	One Member and a Standing Deputy (requested by the Consultative Committee) This role is assisting a link to the business activities of the Airport with an expectation for informal feedback	Cllr P.J. Cullum Standing Deputy: Cllr M.S. Choudhary	Cllr P.J. Cullum Standing Deputy: Cllr Jules Crossley

	4. Blackwater Valley Advisory Panel for Public Transport			
	This a liaison meeting for representatives from local authorities across the Blackwater Valley area to consider the proposals of bus and train companies operating within the area which are likely to affect the interests of the populations of two or more member districts and to discuss and recommend proposals for the improvement of existing services. Attended by local authorities and representatives from bus and rail operators.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	4 times a year - to be hosted by Bracknell Forest in 2022. Meetings are currently being held virtually on Zoom starting at 2.00 p.m.	Cabinet Member with responsibility for public transport and one Member Two Standing Deputies This role is assisting a link to transport actives - expectation for informal feedback to the Council's Planning Policy Team.	Cllr M.L. Sheehan Cllr M.J. Roberts Standing Deputies Cllr R.M. Cooper Cllr T.D. Bridgeman	Cabinet Member: Cllr M.L. Sheehan Cllr M.J. Roberts Standing Deputies: Cllr Jules Crossley

5.	Blackwater Valley Countryside Partnership			
	The aim of the Partnership is to provide a continuous green space alongside the Blackwater River as an attractive, safe, sustainable and wildlife rich environment for informal countryside recreation. The Partnership co-ordinates a programme of recreation and conservation tasks in the Blackwater Valley on behalf of the local authorities within the area – including Rushmoor Borough Council.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Annual Meeting Further details to be confirmed	Two Members and up to two Standing Deputies There is an expectation for informal feedback to the Council	Cllr. D.B. Bedford Cllr P.G. Taylor Standing Deputies: Cllr A.J. Halstead Cllr Christine Guinness	Cllr D.B. Bedford Cllr P.G. Taylor Standing Deputies: Cllr Jules Crossley Cllr Nadia Martin

6.	Brickfield Country Park, Friends of			
	The Friends Group was formed to maintain, protect wildlife, and improve the small Brickfield Country Park in Manor Park Ward, Aldershot.			
Page 91	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	4 times a year	Three Manor Park Members This role is assisting a community link	Cllr D.E. Clifford Cllr P.I.C Crerar Cllr B.A. Thomas	Cllr D.E. Clifford Cllr P.I.C Crerar Cllr P. Essien Igodifo

Page 92	7. Cove Brook Greenway Group – Committee Meeting			
	The Group works with Rushmoor Borough Council and the Environment Agency to look after Cove Brook, a wildlife rich greenway running through Farnborough, for the benefit of local people and wildlife.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	4 times a year at Blundon Hall, Farnborough	Two Members This role is assisting a community link	Cllr L. Jeffers Cllr Jessica Auton	Cllr L Jeffers Cllr A. Adeola Cllr Clive Grattan

	8. District Council's Network (DCN) Assembly			
	The DCN is a Special Interest Group of the Local Government Association (LGA) and provides a single voice for all district councils within the LGA. Rushmoor is a Member Council.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Virtual Meetings – as called by DCN. AGM Annual Conference	Leader of the Council	Leader of the Council Cllr D.E. Clifford	Leader of the Council Cllr D.E. Clifford

9.	Enterprise M3 Joint Leaders Board			
	The Joint Leaders Board brings together the elected leaders of the 15 partner councils within the Enterprise M3 Local Enterprise Partnership (LEP) with the purpose of strengthening local authority collaboration in support of EM3 and to enable collective discussion and local authority representation on priorities and issues affecting economic development and regeneration.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Six times a year via Zoom	Leader of the Council Standing Deputy: Deputy Leader	Leader of the Council Cllr D.E. Clifford Standing Deputy: Deputy Leader	Leader of the Council Cllr D.E. Clifford Standing Deputy: Deputy Leader

10.	Farnborough Aerodrome Consultative Committee (FACC)			
	The Consultative Committee provides a forum for TAG Aviation, the management of Farnborough Aerodrome, to engage with local authorities, airport users and local interest groups on a range of environmental and other airport issues.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	3 times a year during the afternoon Next meeting 23rd June at 2.00 p.m.	Cabinet Member One Member from a ward that adjoins the site (St Marks, Cove & Southwood, Empress, Knellwood, Wellington) Standing Deputy This role provides a link to the business activities of the Airport with an expectation of informal feedback to the Council.	Cllr M.L. Sheehan Cllr P.G. Taylor Standing Deputy: Cllr M.J. Tennant	Cabinet Member: Cllr M.L. Sheehan Cllr P.G. Taylor Standing Deputy: Cllr M.J. Tennant

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11.	457 Squadron Farnborough RAF Air Cadets			
	Part of the RAF Air Cadets, this is a military themed youth organisation supported by the Royal Air Force.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Squadron HQ, St Christopher's Road, Cove, Farnborough 6 Meetings per year	One Member This role is assisting a community link	Cllr J.H. Marsh	Cllr Nadia Martin

12. Hampshire and Isle of Wight Local Government Association (HIOWLGA)				
	The Association provides a structure for collaboration between all local authorities in Hampshire, Portsmouth, Southampton and the Isle of Wight and represents the interests of local government in Hampshire and IOW.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Rota of authorities	Two Cabinet Members one of whom is the leader	Cllr D.E. Clifford Cllr P.G. Taylor	Cllr D.E. Clifford

13.	Hampshire Health and Wellbeing Board			
	This is a Hampshire County Council Board with responsibility for advancing health and wellbeing for people in Hampshire and to encourage integrated delivery of health services by health providers.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	HCC Winchester	Hampshire CC arrangements to appoint co-opted Deputy onto the Board for District/Borough Members	Cllr Michael Hope	Cllr Michael Hope (HCC appointment as required)

14.	Hampshire Districts Health and Wellbeing Forum			
	Forum for collaborative working on health and wellbeing and to assist in the delivery of the outcomes and priorities of the Hampshire Health and Wellbeing Board Strategy.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Currently checking status of this Forum	Cabinet Member	Cllr Marina Munro	Cabinet Member: Cllr Sue Carter

Page 96	15. Hampshire Police and Crime Panel (PCP)			
	The PCP is responsible for scrutinising and supporting the Police and Crime Commissioner (PCC) for Hampshire. The PCP is made up of representatives from each of the local authorities in the Hampshire Police area, including Portsmouth, Southampton and the Isle of Wight. Responsibilities include reviewing the draft Police and Crime Plan, reviewing, and having the power to veto, the PCC's proposed Council Tax precept levels and confirming and having the power to veto the Chief Constable's appointment.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Four times a year Hampshire County Council, Winchester 10.00 a.m. 8th July 10.00 a.m. 21st October	Leader or Cabinet Member	Cllr K.H. Muschamp	Cllr L Jeffers nominated by the Cabinet

	16. Hampshire Buildings Preservation Trust AGM			
	The Organisation's purpose is to preserve the historical, architectural and constructional heritage of Hampshire by means of conservation and education.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Checking latest information	Two Members	Cllr Jess Auton Cllr Marina Munro	Cllr Jess Auton Cllr P.I.C. Crerar Cllr M.J. Roberts

17.	Local Government Association – National General Assembly			
	The General Assembly is a formal meeting which is part of the LGA's political governance structure. It considers strategic policy issues of national significance to local government.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Tuesday 28th June 2022 at the Harrogate Convention Centre	Leader of the Council	Leader of the Council Cllr D.E. Clifford	Leader of the Council Cllr D.E. Clifford

18.	North Hampshire Area Road Safety Council			
	The Road Safety Council meetings are intended to help promote and raise awareness of Countywide Road Safety Education Campaigns delivered by Hampshire County Council, Hampshire Police and the Hampshire Fire and Rescue Service. Meetings include officers from those organisations plus County and District Members together. Other representatives include those involved with cycling groups, driving organisations, pedestrians and equestrians.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Checking current arrangements with Hampshire Road Safety Team	One Member Standing Deputy	Cllr Mara Makunura Cllr P.G. Taylor as Standing Deputy	Cllr Mara Makunura Cllr Peace E Igodifo as Standing Deputy

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19.	PATROL (Parking and Traffic Regulations Outside London) Adjudication Joint Committee			
	PATROL has been established to enable councils undertaking civil parking enforcement to exercise their functions under Section 81 of the Traffic Management Act 2004 and Regulations 17 and 18 of the Civil Enforcement of Parking Contraventions (England) General Regulations 2007. PATROL provides for independent adjudication for appeals against civil traffic penalties.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Annually in July, Westminster, London – 12th July 2022	One Member is required (The PATROL Adjudication Joint Committee Agreement (which Rushmoor is party to) requires nomination of a Councillor to the Joint Committee, even if that councillor is unable to attend meetings)	Vacant	Cllr Christine Guinness Cllr Michael Hope

20. PCC Hampshire Gypsy and Traveller Community Support Panel (GTCSP)				
	The GTCSP assists the Police and Crime Commissioner and other public service partners to develop and maintain a collaborative approach in relation to Gypsies, Travellers and Travelling Show people and their communities – planning for and providing appropriate facilities and working to eliminate discrimination			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	HCC Winchester Twice a year with additional meetings as required	Cabinet Member and Cabinet Member Standing Deputy	Cabinet Member Cllr Marina Munro	Cabinet Member: Cllr Adrian Newell

21.	Parity for Disability			
	A local charity based in Cove, Farnborough set up to support people with multiple disabilities, their families and carers, and actively works to meet students' evolving needs through specialist services and partnership working.			
	Location and frequency of meetings	Council and Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Day Centre, Whetstone Road, Cove Currently checking latest arrangements	One Member and One Standing Deputy This role is assisting a community link	Cllr S.J. Masterson Cllr Sue Carter as Standing Deputy	Cllr S.J. Masterson Cllr Gaynor Austin as Standing Deputy

22.	Project Integra - Strategic Board			
	Project Integra is a partnership of local authorities in Hampshire, Portsmouth and Southampton which delivers a combined approach to waste services. The Joint Municipal Waste Management Strategy sets out the strategic direction for the Partnership.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	3 Meetings a Year: 1x in person at HCC Winchester 2x meetings on Teams Next meeting: 5th July 2022 10 a.m.	Cabinet Member with responsibility for waste management	Cabinet Member Cllr M.L. Sheehan	Cabinet Member: Cllr M.L. Sheehan

23.	Royal British Legion (Farnborough Branch) Remembrance Day Arrangements			
	Armed Forces Charity supporting the Armed Forces community and Remembrance Day arrangements and events.			
	Location and frequency of meetings	Council and Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	The Royal British Legion, 51 Cambridge Road East, Farnborough, GU14 6QB	One Member This role is assisting a community link	Cllr Mrs D.B. Bedford	Cllr Mrs D.B. Bedford Cllr Clive Grattan

24.	Citizens Advice Rushmoor Trustee Board			
	Part of the national Citizens Advice network, Citizens Advice Rushmoor is an independent charity which offers free, confidential, impartial, and independent advice and information services – with two main offices in Farnborough and Aldershot. The Board of Trustees is responsible for the quality and type of services provided and sets the overall direction for the organisation. The Board supports the development of the organisation, monitors performance, manages finances and works to ensure services meet the needs of the local community.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Meetings via Zoom/hybrid 8-10 Board Meetings a year and Trustee development day	Two Members to join as Trustees Representatives of different Groups Expectation of report back to the Council – linked to updates at OSC/PPAB as appropriate	Cllr C.J. Stewart Cllr Gaynor Austin	No new trustees sought

25.	Rushmoor Voluntary Services (RVS) Board			
	RVS are the Council for Voluntary Service (CVS) in Rushmoor. Its role in the community is to champion volunteering and to support any voluntary or community group working in Rushmoor. It is a hub for organisations wanting to promote their services; for those seeking volunteer help and for those seeking to make links with other organisations in the area. RVS also manages a number of projects that provide community benefit. Rushmoor provides core funding for RVS and the Board of Trustee Meetings are responsible for ensuring effective governance and scrutinising the work undertaken.			
	Location and frequency of meetings	Council and Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	6 meetings a year Meetings held virtually via Teams	One Member to join Board Meetings - Not as Trustee Expectation of report back to the Council – linked to updates at OSC/PPAB as appropriate	Cllr S.J. Masterson	Cllr S.J. Masterson Cllr Jules Crossley

26.	Rushmoor Accessibility Action Group - NEW			
	A new Group which is forming to support improved access for people in the Borough through the shared views of different organisations. An introductory meeting was held in March 2022.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Quarterly meetings held in the evening at the Council Offices/hybrid	Cabinet Champion for Equalities To confirm requirements	Cllr Mara Makunura Cllr S.J. Masterson	Cabinet Champion: Cllr Mara Makunura Cllr S.J. Masterson

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27.	South East Employers (SEE) – Annual General Meeting			
	SEE is an employer’s organisation for local authorities in the South East to represent member councils’ collective interests at a regional and national level. SEE provides expert knowledge, training and advice on employment and workforce matters, and supports Members’ Learning and Development.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Annual Meeting held in July each year Voting to appoint the Chair, Vice-Chairs and the Executive Committee takes place at the AGM in July	Cabinet Member with responsibility for HR/People One Member as Standing Deputy Full role profile prepared by SEE is available from the Democracy Team	Cabinet Member Cllr P.G. Taylor Cllr P.J. Cullum	Cabinet Member: Cllr P.G. Taylor Standing Deputy: Cllr J.B. Canty

28.	Thames Basin Heaths Joint Strategic Partnership Board			
	A Partnership to enable joint working, liaison and the exchange of information between local authorities and other organisations affected by the Thames Basin Heaths (TBH) Special Protection Area (SPA). It will address matters relating to the long-term protection of the TBH SPA arising from planning permissions for new residential development, and associated land management and planning issues that are of joint interest to the member organisations. Attendance includes 14 local authorities, Natural England, and major landowners.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Twice a year during the day with additional meetings scheduled if necessary – held virtually	Cabinet Member with responsibility for planning policy	Cabinet Member Cllr Marina Munro	Cabinet Member Cllr Adrian Newell

29.	Wellesley Residents Trust Board of Directors			
	Under the terms of the S106 agreement for the Wellesley Development the developers were required to set up an Estate Management Company (EMC) to maintain and manage the open spaces and estate areas of the development, with Rushmoor BC entitled to become a member of the company and nominate a representative to be appointed as a director of the company. The appointment is to act as the Council's representative on the estate management company – Wellesley Residents Trust Ltd. to help ensure that the obligations of the EMC are fulfilled in accordance with the agreed Estate Management Plan.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	To be advised	One Member to be appointed as a Director to the Residents Trust Copy of background report available from Democracy Team	Cllr Prabesh KC	Cllr Jib Belbase Cllr Nadia Martin

PART 2 – COUNCIL GROUPS, PARTNERSHIPS AND BOARDS

Page 104	30. Hampshire Cultural Trust - Aldershot Military Museum Strategic Local Agreement and West End Centre Management Committee			
	The Museum and the West End Centre are operated by the Hampshire Cultural Trust, and annual meetings are held with each venue's management to review and report on projects and activities, community and partnership working, budgets and future venue plans.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Aldershot Military Museum once a year - daytime	Two Members (one from each Group)	Cllr Mrs D.B. Bedford Cllr Sophie Porter	Cllr Mrs D.B. Bedford Cllr Jules Crossley
	West End Centre, Aldershot Twice a year – to be confirmed	Expectation for informal feedback to the Council		

	31. Safer North Hampshire – Community Safety Partnership			
	The Partnership oversees community safety issues across Rushmoor, Hart and Basingstoke			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	3 times a year by rotation of the local authorities	Cabinet Member with responsibility for community safety	Cabinet Member Cllr M.L. Sheehan	Cabinet Member: Cllr M.L. Sheehan

32.	Crime and Disorder Joint Scrutiny Committee (Hart/Basingstoke/Rushmoor)			
	A Joint Scrutiny Committee between Hart DC, Basingstoke and Deane BC and Rushmoor BC with responsibility for the Performance Review of the Safer North Hampshire Community Safety Partnership in relation to its crime and disorder functions.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	Once a year Next meeting – Wednesday 29th June at 6.30 p.m. at the Basingstoke and Deane Council Offices	Three non-executive members including the Chairman and/or vice chairman of OSC To reflect proportionality: 2 Conservatives 1 Labour	Two representatives from the Chairmen and Vice-Chairmen of the OSC Committee Cllr K. Dibble	Cllr M.D. Smith Cllr Mrs D.B. Bedford Cllr K. Dibble

33.	Rushmoor Development Partnership LLP (RDP) Board			
	The RDP brings together Rushmoor Borough Council and development partner, Hill Investment Partnerships Ltd, to deliver major regeneration schemes across the Borough. The Board, which comprises representatives from both Hill and the Council, is responsible for all major financial and business decisions; including setting and approving budgets, approving all unbudgeted expenditure, decisions on the sale and purchase of land, approving investment plans and projects plans and material variations to plans.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
		Cabinet Member with Responsibility for Major Projects Chief Executive Executive Director	Cllr M.J. Tennant Chief Executive Executive Director (KE)	Cllr M.J. Tennant Chief Executive Executive Director (KE)

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34.	Rushmoor Housing Ltd (RHL) - Board of Directors			
	RHL has been set up to provide quality homes for rent in the Borough.			
	Location and frequency of meetings	Membership Requirements	Representatives 2021/22	Nominated Representatives 2022/23
	The Board meets approximately every six weeks depending on the timing of key decisions	Cabinet Member for Corporate Services Representative from the Labour Group	Cllr P.G. Taylor Cllr K. Dibble	Cllr P.G. Taylor Cllr K Dibble Cllr Marina Munro