

GOVERNANCE COMMITTEE AGENDA



THIS MEETING IS OPEN TO THE PUBLIC

Date: Wednesday 26th June 2013

Time: 7.15pm

Venue: Committee Room 1, Causeway House, Bocking End, Braintree, CM7 9HB

Membership:

Councillor S Canning	Councillor I C F Parker
Councillor H D Johnson (Chairman)	Councillor D E A Rice
Councillor D J Louis	Councillor V Santomauro
Councillor J M Money	Councillor C M Thompson

Members are requested to attend this meeting, to transact the following business:-

PUBLIC SESSION

1. **Apologies for Absence.**
2. **Declarations of Interests.** To declare the existence of any interests relating to items on the agenda having regard to the Code of Conduct for Members and having taken appropriate advice (where necessary) before the meeting.
3. **Minutes.** To approve the minutes of the meeting of the Governance Committee held on 20th March 2013. (Copy previously circulated).
4. **Question Time.** (See paragraph below).

Monitoring and Finance

5. **Key Financial Indicators – 31st May 2013.** To consider the attached report (page 1).

Audit and Governance

6. **Risk Management – Strategic and Operational Risks.** To consider the attached report (page 6).

7. **Internal Audit – Activity Report for the period to 3rd June 2013 including Reportable Recommendations Update** To consider the attached report (page 55).
8. **Whistleblowing Policy.** To consider the attached report (page 85).
9. **Internal Audit Annual Report 2012/2013.** To consider the attached report (page 94).
10. **Annual Governance Statement 2012/2013.** To consider the attached report (page 103).
11. **Amendment to scale fees 2013/2014.** To consider the attached report. (page 132)

Committee Operation

12. **Governance Committee Self-Assessment.** To receive a verbal update from the Audit Insurance and Risk Manager.
13. **Forward Look 2013/2014.** To consider the attached report (page 135).
14. **Urgent Business.** To consider any matter, which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified), as a matter of urgency.
15. To agree the exclusion of the public and press for the consideration of the following items for the reasons set out in Paragraphs 2, 3 and 7 of Part 1 of Schedule 12(A) of the Local Government Act 1972.

PRIVATE SESSION

16. **Urgent Business.** To consider any matter, which in the opinion of the Chairman should be considered in private by reason of special circumstances (to be specified), as a matter of urgency.

Alastair Peace
Member Services Manager

QUESTION TIME

Immediately after the Minutes of the previous meeting have been approved there will be a period of up to 30 minutes when members of the public can speak. Members of the public wishing to speak should contact the Council's Member Services Section on 01376 552525 or e-mail chloe.glock@braintree.gov.uk prior to the meeting. Members of the public can remain to observe the whole of the public part of the meeting.

If you require any further information relating to this Agenda, or wish to forward your apologies for absence, please contact Alastair Peace or Chloe Glock on 01376 552525 or e-mail chloe.glock@braintree.gov.uk.

The last page of this Agenda is numbered 139.

Key Financial Indicators – 31st May 2013		Agenda No: 5
Corporate Priority: Deliver excellent, cost effective and valued services Report presented by: Trevor Wilson, Head of Finance Report prepared by: Trevor Wilson, Head of Finance		
Background Papers: Agenda item 10 Audit Panel 21 st September 2006		Public Report
Options: To accept or request further clarification on the financial performance indicators recorded as at 31 st May 2013.		Key Decision: No
Executive Summary: The attached schedule (Appendix A) of key financial indicators provides details of performance recorded for the financial year to 31 st May 2013. Commentary: a) The net General Fund revenue budget for the year is £15,841,200. The net expenditure incurred for the first two months was £1,986,913. The first assessment of spend and income for the year is undertaken at the end of the first quarter, this is because the Finance team are focussed on the closure of the accounts for 2012/13. b) The total budget for Salaries for the year is £13,851,500. Expenditure on salaries for the first months of the year was £2,280,366. c) Expenditure on capital projects was £542,563. The Capital Programme for 2013/14, including requested carry forward budgets, is £16.044million. As with the revenue budgets the first assessment of capital spend for the year is undertaken at the end of the first quarter. d) The total Council Tax debit for the year is £73.36million. The collection rate as at the end of May is 21.32%, which compares to a rate of 21.63% for the same period last year. The rate is 0.31% lower and this is due in part to the introduction of the new local council tax support scheme. The new scheme requires all working age claimants to pay a minimum of 20% of their council tax liability. Additional actions are being taken to contact those residents who have not paid and to refer those that are experiencing financial hardship to the Citizens Advice Bureau for money advice. If after the referral it is determined that the resident is in exceptional financial hardship then an award from the Council's Exceptional Hardship Fund can be made. 3,500 pre-summons notices were sent in May in respect of unpaid council tax in both April and May this compares to 2,475 in May 2012. e) The total Business Rates (National Non-Domestic Rates) debit for the year is £41.43million. The collection rate as at the end of May is 21.14%, which compares to a rate of 21.88% for the same period last year. Whilst the rate is 0.74% lower than		

the previous year, the latter had a higher value of credit balances brought forward at the start of the year. The collection rate at May 2011 was 19.92%.

- f) A total of 52 write-offs of Council Tax, with a value of £2,000, have been authorised in the period to 31st May: 3 in respect of the current year and 49 in respect of previous financial years.
- g) A total of 17 write-offs of Business Rates, with a value of £55,000, have been authorised in the period to 31st May: all in respect of previous financial years.
- h) The amount of sundry debts owed to the Council, i.e. monies other than for Council Tax and NNDR, was £2.458 million, of which £0.838million was in respect of Housing Benefit overpayments. The target for 2013/14 is to reduce the debt outstanding, excluding Housing Benefit overpayments and the Museum Trust debt, to £575,000 or less by 31 March 2014.
- i) The summary of sundry debts in the attached schedule shows a figure of £273,000 for invoices raised in respect of Democratic, Training and the Procurement services: the majority of this relates to invoices raised to suppliers for rebates due for goods purchased through the Council's framework agreements. Five sundry debts were authorised for write-off with a total value of approximately £100.
- j) The rate of return achieved on investment of the Council's balances and funds in the year to-date is 0.71%, with new investments placed during May achieving an average of 0.54%. Whilst the investment return secured to date is achieving the return of 0.7% assumed in the budget a review of the position and prediction for the remainder of the year will be made at the end of the first quarter.
- k) Repayments of principal and interest totalling £3,104,582 of the investments at risk in Icelandic Banks have been received to 31st May 2013, with a further sum of ISK 42,936,596 (£223,000 equivalent based on the Central Bank of Iceland FX rate) held in an escrow account in Iceland due to currency control restrictions. Further repayments are expected in respect of the investments with Landsbanki and Kaupthing, Singer & Friedlander. A tenth distribution of 3p in the £ (£30,865.60) was paid on 6th June 2013 from Kaupthing, Singer & Friedlander.
- l) Following the announcement of the Co-operative Bank's credit rating downgrade by Moody's on Friday 10th May 2013 action was taken to reduce the maximum amount held on-call with the bank from £5million to £1.5million. The balance is required to meet operational liquidity needs and the aim is to maintain the balance at £1million with increases to £1.5million to be by exception. In addition procedures have been changed to ensure that individual accounts operated do not have large credit and debit balances.
- m) Detail of the Council's investment portfolio as at 31st May 2013 is provided at Appendix B.

Decision:

Members are asked to accept the report of the Key Financial Indicators as at 31st May 2013

Purpose of Decision:

To provide evidence that the Council adopts good practice in actively monitoring its financial performance and actively manages issues that may arise.

Corporate Implications	
Financial:	Contained in the report.
Legal:	None
Equalities/Diversity	None
Customer Impact:	No direct impact but process of monitoring financial performance provides assurance of this element of the Council's governance arrangements.
Environment and Climate Change:	None
Consultation/Community Engagement:	None
Risks:	Regular consideration of a suite of Financial Health Indicators is recommended good practice
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Key Financial Indicators at 31st May 2013
APPENDIX A

	Full Year Budget	Actual as at 31 May 2013	Profile to 31 May 2013	Variance from Profile	
	£'000	£'000	£'000	£'000	%
General Fund - Revenue (Controllable)	15,841	1,987	n/a	n/a	n/a
Capital Programme (Excl. capital salaries incl. below)	16,044	543	n/a	n/a	n/a
General Fund - Salaries	13,852	2,280	n/a	n/a	n/a

	Full Year Target	Actual as at 31 May 2013	Actual as at 31 May 2012	Variance
Council Tax collection in year - %	98.00%	21.32%	21.63%	-0.31%
Council Tax collection - collectable for year - £m		£73.36	£70.69	£2.67
Write-offs in year (April to May) - £'000		£0	£0	-£0
Write-offs in year (April to May) - number		3	78	-75
Write-offs all years (April to May) - £'000		£2	£1	£1
Write-offs all years (April to May) - number		49	183	-134
Business Rates collection in year - %	98.50%	21.14%	21.88%	-0.74%
Business Rates collectable for year - £m		£41.43	£40.20	£1.23
Write-offs in year (April to May) - £'000		£0	£0	£0
Write-offs in year (April to May) - number		0	0	0
Write-offs all years (April to May) - £'000		£55	£1	£54
Write-offs all years (April to May) - number		17	13	4
Creditors - payment of invoices within 30 days of receipt	98.5%	99.1%	98.7%	0.40%

Debtors - Balance Outstanding	31-Mar-11	31-Mar-12	31-Mar-13	31-May-13	Variance Mar. to May
		£'000	£'000	£'000	%
Service Level Agreement charges - principally Greenfields CH	34	59	17	8	-52.9
Capital Projects - currently - development site, east of High Street, Halstead	6	2	3	4	33.3
Charges for services provided by: Democratic Services, Training Services, Procurement Services, etc.	39	35	9	273	2933.3
Charges for services provided by: ICT, Marketing, Offices, Elections, etc	16	6	5	54	980.0
Development	29	57	23	29	26.1
Finance	196	373	411	365	-11.2
Leisure	157	90	261	181	-30.7
Operations	726	869	785	615	-21.7
Housing	106	147	89	91	2.2
Sub-Total - excluding Hsg. Benefits	1,309	1,638	1,603	1,620	1.1
Housing Benefits	730	606	851	838	-1.5
Total	2,039	2,244	2,454	2,458	0.2
Amount of Debt Outstanding at Year End excluding Housing Benefits, Museum Trust, charging orders in place and invoices raised in respect of the following year.	593	580	1,261	1462	16
Target for 2012/13 is for Debt Outstanding (excluding Housing Benefits, Museum Trust and invoices raised in March 2014 re 2014/15) to be £0.575million by 31 March 2014					1,462
Profile by Recovery Stage:					
Invoice	1,088	1,543	1,526	1,476	
Reminder	223	135	210	223	
Final Notice	86	133	164	205	
Pre-legal	139	120	105	152	
Bailiff	444	270	403	359	
Tracing Agent	17	1	4	1	
Charging Order	42	42	42	42	
Total	2,039	2,244	2,454	2,458	
Write-offs in month - value - £'000	£1.0	£0.0	£0.2	£0.1	
Write-offs in month - number	2	0	7	5	
Write offs in year - value - £000	£27	£53	£43	£0.1	
Write-offs in year - number	380	464	533	5	

Progress on achieving Efficiency Savings Targets

The amount of the Efficiency Savings target included in the budget for 2013/14 is a net amount of £428,240. The extent to which this target is achieved will be assessed at the end of the first quarter.

Appendix B

INVESTMENT PORTFOLIO AS AT 31 MAY 2013																			
								Maturity Profile £m											
	Ref	£m	% rate	Type	Placed	Maturity		Liquid	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14
UK Banks		21.05																	
Santander Group																			
Santander UK PLC	1127	5.00	0.75%	Instant	Variable	Instant		5.00											
Lloyds TSB Group																			
Bank of Scotland PLC	2400	0.00	0.75%	Instant	Variable	Instant		0.00											
Bank of Scotland PLC	3135	3.50	0.80%	Fixed	14-May-13	14-Nov-13								3.50					
Bank of Scotland PLC	3173	1.50	0.70%	Fixed	27-Mar-13	27-Jun-13			1.50										
Barclays Bank PLC																			
Barclays Bank PLC	3111	3.50	0.90%	Fixed	4-Mar-13	3-Mar-14												3.50	
Barclays Bank PLC	3174	1.50	0.88%	Fixed	2-Apr-13	1-Apr-14													1.50
RBS Group																			
Royal Bank of Scotland PLC	2355	5.00	0.90%	Instant	Variable	Instant		5.00											
Co-operative Bank PLC	3026	1.05	0.38%	Instant	Variable	Instant		1.05											
UK Building Societies		5.00																	
Nationwide Building Society																			
Nationwide Building Society	3028	3.50	0.60%	Fixed	21-Dec-12	21-Jun-13			3.50										
Nationwide Building Society	3159	1.50	0.44%	Fixed	1-Mar-13	21-Jun-13			1.50										
Other Local Authorities		0.00																	
UK Debt Management Office		1.40																	
UK Debt Management Office	3183	0.70	0.25%	Fixed	29-May-13	20-Jun-13			0.70										
UK Debt Management Office	3184	0.70	0.25%	Fixed	31-May-13	19-Jun-13			0.70										
Non UK Institutions		5.00																	
Australia & New Zealand Banking Corp																			
Australia & New Zealand Banking Corp	3142	2.50	0.41%	Fixed	27-Feb-13	27-Jun-13			2.50										
Australia & New Zealand Banking Corp	3176	2.50	0.43%	Fixed	8-Apr-13	8-Jul-13				2.50									
Money Market Funds		14.00																	
Goldman Sachs	2651	4.00	Variable	Instant	16-Nov-09	Instant		4.00											
Deutsche Sterling	2856	4.00	Variable	Instant	4-Aug-10	Instant		4.00											
Ignis Liquidity	2857	4.00	Variable	Instant	4-Aug-10	Instant		4.00											
RBS Sterling	2844	2.00	Variable	Instant	21-Jul-10	Instant		2.00											
		46.45						25.05	10.40	2.50	0.00	0.00	0.00	3.50	0.00	0.00	0.00	3.50	1.50
Investment decisions made in the Month																			
Deutsche Sterling MMF	2856	1.00	Variable	Instant	1-May-13	Instant													
UK Debt Management Office	3179	1.50	0.25%	Fixed	1-May-13	20-May-13		19											
UK Debt Management Office	3180	2.50	0.25%	Fixed	10-May-13	20-May-13		10											
UK Debt Management Office	3181	1.00	0.25%	Fixed	10-May-13	22-May-13		12											
Bank of Scotland PLC	3135	3.50	0.80%	Fixed	14-May-13	14-Nov-13		184											
UK Debt Management Office	3182	2.00	0.25%	Fixed	15-May-13	22-May-13		7											
RBS Sterling	2844	2.00	Variable	Instant	15-May-13	Instant													
UK Debt Management Office	3183	0.70	0.25%	Fixed	29-May-13	20-Jun-13		22											
UK Debt Management Office	3184	0.70	0.25%	Fixed	31-May-13	19-Jun-13		19											

Risk Management – Strategic and Operational Risks		Agenda No: 6
Corporate Priority: Delivering excellent customer service Report presented by: Trevor Wilson, Head of Finance Report prepared by: Trevor Wilson, Head of Finance		
Background Papers: Risk Policy, Strategy and Implementation Plan – Council 19 th April 2006. Strategic Risk Management reports to Cabinet on 29 th October 2012 and 20 th May 2013		Public
Options: To agree or suggest amendments to the Council's approach to Risk Management.		Key Decision: No
<p>Executive Summary: The report provides members with an update on Risk Management and the Strategic and Operational Risk Registers for the Council.</p> <p>Strategic Risks The Strategic risk register and action plans agreed by Cabinet on 29th October 2012 were reviewed and an updated draft register produced by Management Board and Cabinet Portfolio holders. The draft risk register was presented to members attending the Members' Evening on 23rd April 2013.</p> <p>Members endorsed the register after agreeing a number of additions and amendments which provide elaboration on some of the risks; these have been incorporated in the register, attached at Appendix B. The Strategic Risks and action plans, as appropriate, were agreed by Cabinet on 30th April 2013.</p> <p>The register details the risks which have potential to impact on the delivery of the Corporate Strategy 2012 to 2016. Management Board ensures that the risk register continues to be current by regularly reviewing and updating the strategic risks. The strategic risk register forms one part of the Council's overall approach to risk management, other facets include: processes for identifying and recording operational risks, risk registers for major projects, business continuity planning and emergency planning.</p> <p>The number of strategic risks identified is ten, an increase from nine risks identified at the last review conducted in July 2012. The change results from one risk 'LDF and Growth Agenda' now being recorded as two separate risks: 'Economic Development' and 'Local Development Framework'.</p>		

The number of risks above the Risk Tolerance Line (See Appendix A) requiring active management has increased from three to five. A summary of the changes to the risk ratings made at the reviews are shown in the table below:

Risk Rating	July 2012	April 2013
B2 (<i>High likelihood/ Critical impact</i>)	0	1
C2 (<i>Significant likelihood/ Critical impact</i>)	3	4
D2 (<i>Low likelihood/ Critical impact</i>)	4	3
D3 (<i>Low likelihood/ Marginal impact</i>)	2	2
Total number of risks on Strategic Register	9	10

Management Action Plans for managing each of the five risks above the risk tolerance line are owned and maintained by a Corporate Director. Details of the risks together with the Management Action Plans are provided at Appendix B.

Operational Risks

Operational risks are those risks which managers and staff are likely to encounter in the day-to-day work situations.

Heads of Service are requested to update their risk register which is then included in the Annual Business Plan for their service. The individual service's risk register is then amalgamated to form the Corporate Operational Risk Register (See Appendix C).

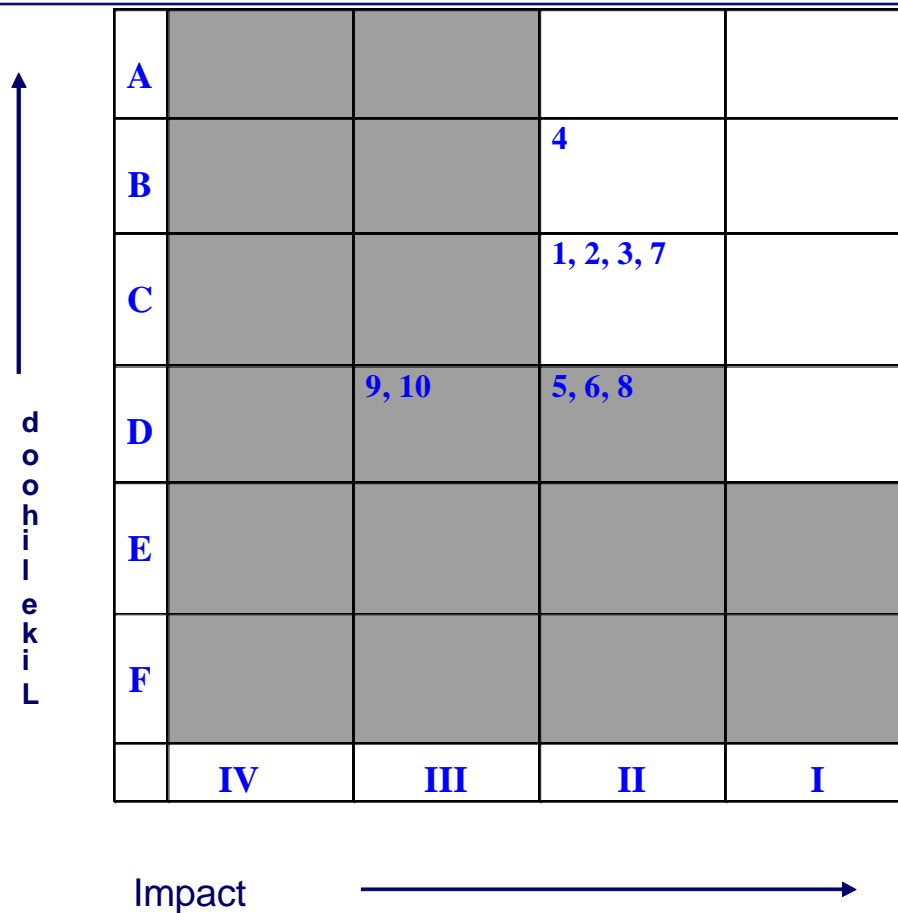
Prior to this update, there were 61 operational risks of which 17 were above the tolerance line which required an action plan to be produced and implemented. The current review has identified 64 operational risks of which 13 are above the tolerance line:

Operational Risks	No. of Risks	No. above tolerance line
Financial Services	4	1
Environmental Services	11	4
Community Services	3	0
Sustainable Development	15	2
Law & Governance	3	0
Business Solutions	8	0
Strategic Housing	6	1
Operations	10	5
Chief Executive	3	0
Human Resources & Organisation Development Learning	1	0
Total number of risks on Operational Register	64	13

Decision:
Members are asked to note and endorse the Strategic and Operational Risk Registers and the Action Plans for managing the high rated risks.
Purpose of Decision:
For members of the Governance Committee to be assured that the Council's strategic and operational risks, with a high risk rating, are being actively managed.

Corporate Implications	
Financial:	Risks and associated management action plans concerning the Council's finances are highlighted in strategic risks numbers 1 and 8.
Legal:	There are no specific risks of a legal nature at this time.
Equalities/Diversity	The Council's processes and approach to equalities and diversity are well developed and are not regarded as a risk.
Customer Impact:	The potential impact of the Government's Welfare Reforms on residents in the district, in particular vulnerable groups, is identified as a high rated strategic risk (number 4). A management action plan is included detailing the actions to taken and planned to reduce the risk.
Environment and Climate Change:	A risk is identified regarding the Council's approach to climate change (strategic risk number 10). The risk is rated as a low risk as a consequence of the strategy and climate change risk assessment produced.
Consultation/Community Engagement:	Members and Management Board have developed the draft Risk Register. Community engagement is identified as a strategic risk (number 9). The risk is rated as a low risk as a consequence of the processes the council has put in place to deal with challenges which may arise.
Risks:	A robust Risk Management process is an important element of the Council's governance arrangements.
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Designation:	Head of Finance
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DRAFT STRATEGIC RISK PROFILE
Braintree District Council April 2013



Likelihood:

- A Very high
- B High
- C Significant
- D Low
- E Very low
- F Almost impossible

Impact:

- I Catastrophic
- II Critical
- III Marginal
- IV Negligible

Draft Strategic Risk Register including Management Action Plans (where appropriate)

Medium-Term Financial Strategy – 1

Risk Rating C2 (C2 July 12)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>In March 2013 the Chancellor of the Exchequer announced in the Budget 2013 a further 1% reduction to Local Government funding in 2014/15, this is in addition to the 2% reduction he announced in the Autumn 2012 Statement. The Spending Review 2013 will be announced in June 2013 and will be effective from 2015/16. Major changes to funding arrangements were implemented from 1st April 2013: specifically Local Council Tax Support scheme and Business Rates retention scheme.</p> <p>Triennial review of Essex Pension Fund will be undertaken as at 31st March 2013. Changes to employer contribution rates will be effective from 2014/15.</p> <p>The Council sets a Medium-Term Financial Strategy (MTFS), covering a four-year period, which is reviewed and updated annually. Assumptions are made about anticipated changes on the revenue account e.g. government grant levels, income levels, inflation, pay awards, council tax collection rates, etc. together with planned and anticipated efficiency savings, council tax levels and the use of balances. Assumptions are also made regarding capital resources with a capital programme being planned and agreed against these resources.</p>	<ul style="list-style-type: none"> • Government funding settlements and other funding streams are reduced by more than anticipated. • Circumstances change which render the planned savings unachievable • Other financial assumptions prove incorrect. • Capital receipts are not received as planned • Capital resources insufficient to finance capital programme • Income drops 	<ul style="list-style-type: none"> • Priorities and projects are not delivered. • Cuts necessary to services • Rushed decisions to find other savings • Staff unsettled and de-motivated. • Financial savings are not achieved; balances used more than planned. • Assets not fit for purpose • Satisfaction levels with the Council fall • Cannot implement low council tax strategy

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Robust budget review and setting process involving Management Board and Cabinet members developed over a number of years</p> <p>Unallocated balances significantly exceed minimum level of £1.5million.</p> <p>Regular Budgetary Control and monitoring processes in place.</p> <p>Programme of efficiency reviews and Member Board established to monitor progress of reviews.</p>	<p>Increased monitoring of:</p> <ul style="list-style-type: none"> Amount of council tax support awarded awards from the Exceptional Hardship Fund; and Business rates and council tax collection rates. <p>Review MTFS following publication of outcomes from SR2013 and receipt of notification of financial settlement for 2014/15.</p>	Corporate Director (CF)	<p>Financial savings delivered on time and as budgeted.</p> <p>Setting a balanced base budget for 2014/15 with no increase in council tax and having plans to meet funding shortfalls in subsequent years of MTFS</p> <p>Service and performance levels delivered as planned.</p> <p>Collection rates of council tax and business rates achieve planned levels.</p>	Monthly	<p>Oct/ Nov 2013</p> <p>Feb 2014</p>	<p>MTFS provides a plan to provide a balanced budget with no increase in council tax for 2014/15. An assumption for a 7% reduction in government funding year on year to 2016/17. Shortfalls to be addressed for 2015/16 of £0.7m and 2016/17 £0.6m</p> <p>Estimated unallocated balance as at 31st March 2013 is £7.5million.</p> <p>Engaged additional temporary staff to assist with the collection of council tax</p>

Economic Development – 2 (formerly included as part of Risk 6)

Risk rating C2 (C2 July 12)

Management Board Owner – Corporate Director (JH)

Vulnerability	Trigger	Consequence
<p>The Council has identified Economic Development as a key Corporate priority for the District as set out in the Corporate Strategy.</p> <p>The District is looking for inward investment, job creation, business growth and investment in infrastructure. There is also a programme to sustain/growth our town centres.</p>	<p>Lack of investment in economic development and infrastructure prevents business growth and job creation.</p>	<ul style="list-style-type: none">• Reduction in new jobs• Loss of revenue / growth in business rates• Less employment• Lower inward investment• Fewer new businesses being created• Less investment in infrastructure as a result of less development

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Strong working relationship with Essex County Council, Haven Gateway and the South East Local Enterprise Partnership on key priorities for economic development. The South East Local enterprise partnership has a very important role in Supporting and bringing together public and private partners, under business leadership at a local level.</p> <p>Partnership with Essex County Council, Colchester and Tendring Councils and the Highways Agency on establishing a business case for improvements to the A120.</p> <p>District Investment into capital/revenue projects to create business growth in the District.</p> <p>Working in partnership with Ignite business to provide new business start ups and to grow businesses.</p> <p>Close engagement with wider business sector.</p>	<p>Working in partnerships – sharing long term aims and potentially sharing risks</p> <p>Monitor current activity e.g. highways agency – able to react at short notice and exploit opportunity</p> <p>Identifying business partners and working with them to lobby and deliver.</p> <p>Expansion of Council's economic development team</p> <p>Adoption of new Economic Development Strategy for the District.</p>	Corporate Director (JH)	<p>Creation of new jobs</p> <p>New Business starts</p> <p>Business growth in the District</p> <p>Inward Investment in the District</p> <p>Investment into District infrastructure</p>	Quarterly		<p>Appointment of Head of Economic Development and Regeneration post and two Graduate Trainee posts to assist in delivering projects and enabling growth in the District.</p> <p>Allocation of £5m of new homes bonus for major infrastructure.</p> <p>Allocation of Growth Area funding, revenue and capital, by Prosperity Board (previously by LDF Panel).</p> <p>Membership of Greater Haven Gateway partnership.</p> <p>Allocation of 5 key projects as part of the Integrated County Strategy.</p> <p>Investment in Town Centres and award from Government of Portas Pilot status.</p> <p>Cabinet have approved the setting up of a Prosperity Board to make decisions and recommendations on New Homes Bonus, Growth Area Funding and Integrated County Strategy. The Board will advise on the suitability, sustainability and progress of these programmes and individual project proposals.</p>

Local Development Framework – 3 (formerly included as part of Risk 6)

Risk Rating C2 (C2 July 12)

Management Board Owner – Corporate Director (JH)

Vulnerability	Trigger	Consequence
Braintree District Council has an adopted Core Strategy and is in the process of adopting the District's Site Allocation and Development Management Policies. The Local Development Framework plans for housing and commercial growth in the District which will deliver 4637 new homes and 14,000 new jobs.	The Economic climate does not improve resulting in lack of housing or employment growth	<ul style="list-style-type: none"> • Lack of new jobs in the District and failure to deliver job target • Reduction in construction of new homes to provide opportunity for residents to get onto the housing ladder or move up it. • Inability to attract inward investment or business growth • Less employment • Inability to attract skilled workers to the District • Fewer new affordable homes to meet the need in the District • Less investment in infrastructure through Section 106/ future Community infrastructure levy from development

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Consultation – public, town councils, parishes and pressure groups.</p> <p>Engaging at a regional level.</p> <p>Looked at infrastructure implications.</p> <p>Programme of reporting and decision making through Local Development Framework Sub Committee</p> <p>Strong working relationship with major developers on key housing/commercial sites in the District.</p> <p>Joint working with other Essex authorities.</p>	<p>Work programme keeps to timetable to ensure adoption of site allocations.</p> <p>Working in partnerships – sharing long term aims and potentially sharing risks</p> <p>Encouraging a community view / balancing with District and national interests.</p>	Corporate Director Sustainable Development	Ensuring LDF process is adopted/ approved on target	Quarterly	Autumn/ Winter 2013/14	<p>Adoption of Core Strategy.</p> <p>Consultation on site allocations in advanced stage.</p> <p>Agreement of Local Development Framework is in progress</p> <p>Allocation of Growth Area funding, revenue and capital, by LDF Sub Committee.</p>

Community Resilience – 4 (formerly12)

Risk Rating B2 (C2 July 12)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>There is a small proportion of the district's population that is affected by current changes to welfare reforms. However, many of the changes are still working through and the impacts are uncertain.</p> <p>There are a number of deprived areas in the district with children in poverty, health inequalities, lack of skills and higher unemployment.</p> <p>Possible increase in the number of young people as NEETS (not in employment, education or training). Educational attainment in the district (based on English and Maths GCSE results) is low compared to the rest of the county.</p> <p>There is a growing population of elderly people, within the district and nationally.</p> <p>Possible increase in domestic abuse</p>	<p>Break-down in family and community resilience.</p> <p>Council and other public sector organisations are not able to meet demand for services.</p>	<ul style="list-style-type: none">• Some people do not receive the help they need.• Increase in homelessness• Increased demands on the Council's Housing and Customer Services• Increased health inequalities• Increase in number of households in fuel poverty• Increase in number of children in poverty• Requests for Discretionary Housing Payments and/or Exceptional Hardship Fund payments exceed resources allocated.

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Three-year Service Level Agreement with Citizens Advice Bureau.</p> <p>Housing Benefits Advisory Officer in post offering assistance and advice to claimants, in particular the elderly and disabled.</p> <p>Partner with Greenfields Community Housing (GCH) in determining the allocation of the Community and Housing Investment Partnership Fund.</p> <p>Council has increased investment in disabled facility grants to reduce the waiting list by 2014/15.</p> <p>Agreement with GCH for the provision of properties for homelessness.</p> <p>A directory of older people services developed and published.</p> <p>Community transport scheme expanded with increased passenger numbers.</p> <p>New Leisure Contract includes a number of outcomes based on reducing health inequalities and access for hard to reach groups and older people.</p> <p>Worked with pan Essex group of councils to develop a common approach to local council tax support schemes.</p>	<p>Council to engage in Whole Essex Community Budget programme;</p> <p>Delivery of action plan prepared by Officer Welfare Reform Working Group.</p>	<p>Corporate Director</p>	<p>Services able to meet increased demand</p> <p>Funding sufficient to support those residents in extreme financial difficulties with council tax and/or rent.</p> <p>Increased number of residents in employment</p>	<p>Quarterly</p>		<p>Officer Welfare Reform Working Group established to assess impact of Welfare Reforms. Action plan produced.</p> <p>New additional two-year Service Level Agreement with Citizens Advice Bureau to increase money advice service to residents.</p> <p>Increased allocation for Discretionary Housing Payments - £199,000 for 2013/14</p> <p>Exceptional Hardship Fund of £20,000 established to provide support to those residents in extreme financial difficulties in meeting their council tax liability.</p> <p>Option to pay Council Tax payments over 12 instalments rather than normal 10.</p> <p>It is proposed to establish a Health and Wellbeing Panel for the District working with a range of partners including the Mid Essex Clinical Commissioning group to tackle health inequalities.</p> <p>Established the Green Team in partnership with Greenfields / Groundwork to offer a voluntary employment training scheme in landscaping aimed at young people who are unemployment and not in education or training (NEET).</p> <p>Braintree District pilot on the Domestic Abuse workstream of the Whole Essex Community Budget programme.</p>

Major Projects – 5 (formerly 10)

Risk Rating D2 (D2 July 12)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
The Council is undertaking and proposing to undertake a number of significant projects, which require effective project management. Successful service delivery is dependent upon effective performance monitoring. Performance and project management must part of the culture of the Council and consistently applied in all areas.	Project delivery and costs are adversely affected due to ineffective project management.	<ul style="list-style-type: none">• Projects not managed to time or budget• Organisation fails to change and benefit from project• Partners are disillusioned• Adverse effect on performance• Adverse publicity• Service quality falls• Censure by audit / inspection

Service Resilience and Workforce planning – 6 (formerly 11)

Risk Rating D2 (D2 July 12)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
Reduced resources impact on the Council's ability to deliver good quality services. Service delivery and resilience requires a well managed and motivated workforce. The Council has recognised the important challenges around workforce planning and talent management for the future.	<p>Some key people leave.</p> <p>The organisation is stretched too far and resulting in service delivery failure</p>	<ul style="list-style-type: none">• Service failure or performance declines• Mistakes made and corners cut• Customer satisfaction falls• Employees are demoralised.• Loss of good people.• Increased key person dependency• Loss of corporate memory• Failure to deliver Council's priorities and Annual Plan• Remaining staff fail to cope• Change programmes difficult to implement

Affordable Housing – 7 (formerly 13)

Risk rating C2 (D2 July 12)

Management Board Owner – Corporate Director (JH)

Vulnerability	Trigger	Consequence
<p>The Council has challenging affordable housing needs. There are a declining number of sites for development in the district and the value of housing is intrinsically high. Increasing gap between the availability of affordable housing and those needing them.</p>	<p>Potential number of affordable houses not provided</p>	<ul style="list-style-type: none">• Affordable housing need not met• Homeless households remain longer in temporary accommodation as fewer rented homes become available for letting through 'Gateway to Homechoice'• Cost to the Council of temporary accommodation increases• Reputation of the Council suffers• Many people in the district are unable to afford to buy their own house• Young people/key workers leave the district• Increased recruitment/retention issues for public bodies including Braintree District Council• Local economy declines• Community not sustainable in longer term

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Affordable Housing Strategy 2009-14 adopted</p> <p>Affordable Housing Strategy Action Plan for 2011/12</p> <p>Reviewed planning policy to ensure opportunities are maximised</p> <p>The Community Housing Investment Partnership (CHIP) fund was established as part of the transfer agreement. Currently £7m of this fund is available to invest into the delivery of further affordable housing.</p> <p>Underwriting schemes and purchase of land for affordable housing developments as opportunity and finance allow.</p>	<p>Use of a minimum of £750,000 of new homes bonus to deliver new affordable housing.</p> <p>Housing Research and Development Team continue to look for innovative ways of increasing affordable housing with developers and Registered Social Landlords.</p> <p>Use of Stat Nav toolkit to help identify need across the District.</p> <p>Build working relationships with developers to deliver Affordable housing through S.106 agreements.</p>	Corporate Director (JH)	Local target for an average 100 dwellings per annum	Quarterly		<p>Local Development Framework in progress.</p> <p>Investment of CHIP fund to deliver 20 homes in next financial year.</p> <p>Joint appointment with Greenfields CH of an officer to study housing needs/housing development opportunities in the district.</p> <p>In 2012/13 the affordable housing delivery target of 50 new homes was exceeded with the delivery of 70 new affordable homes.</p> <p>Over 100 new affordable homes will start on site during 2013/14.</p> <p>Authority delegated to Cabinet Members for Planning and Property and Performance and Efficiency to agree acquisitions and funding commitments within the overall affordable housing budget in order to allow timely decisions to be taken and prevent opportunities being lost</p>

Investment of Surplus Monies – 8 (formerly 14)

Risk Rating D2 (D2 July 12)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>The Authority invests its surplus monies with financial institutions. The impact of the current economic climate on financial institutions makes the selection of a strong counterparty with which to invest, crucial.</p> <p>The focus on security of the money invested in a small number of highly rated financial institutions results in receipt of low levels on interest which in the current economic climate means this asset is achieving a negative real rate of return (i.e. after allowing for the rate of inflation). Other investment opportunities are being explored but selection of a strong counterparty with which to invest will be crucial.</p>	Failure of a counterparty	<ul style="list-style-type: none">• Loss of the principal sum and / or interest due• Unplanned service cuts and / or use of balances• Decline in Council reputation

Community Engagement – 9

Risk Rating D3 (D3 July 12)

Management Board Owner – Corporate Director (AW)

Vulnerability	Trigger	Consequence
<p>The introduction of the Localism Act presents the Council with some new challenges with greater scope and opportunities for local people, partners and voluntary sector to involve themselves in the way outcomes are commissioned, services are delivered and how decisions are made.</p> <p>In response we have developed a Localism Board which regularly reviews a series of work streams developed in response to the Localism Act.</p>	Council fails to deliver on the requirements of the Localism Act	<ul style="list-style-type: none">• Dissatisfaction with the council.• Local needs not being met.• Officers spend significant time dealing with FOI enquiries/ managing complaints.• Public discord reflected in local media and online.• Failure to meet legal requirements of Localism Act

Sustainability – 10 (formerly 15)

Risk Rating D3 (D3 July 12)

Management Board Owner – Corporate Director (AW)

Vulnerability	Trigger	Consequence
<p>Climate Change This is becoming a significant issue for the Council in terms of its effect on the delivery of services.</p> <p>In response the Council has produced its Climate Change Strategy and in this strategy has produced a Climate Change Risk Assessment which determines and manages potential climate change impacts on the Council's estate and operations.</p>	<ul style="list-style-type: none">• Council fails to deliver on its Climate Change Strategy.• The Council fails to respond fully to the risks identified in its Climate Change Risk Assessment	<ul style="list-style-type: none">• Increased financial costs for Council (due to insurance excesses/ pressures on service delivery)• Failure to maintain/deliver services due to the impact of extreme climatic conditions• Reputation of Council damaged through failure to deliver services.• Failure to give local community leadership in preparing for climate change.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance?	Vulnerability	Trigger	Consequence
Business Solutions	BS1	D2	D2	No	Total failure of IT systems * There is also risk of partial failure of systems, but the impact and likelihood would depend on the failure.	Mains power/UPS failure. Software/hardware failure. Air conditioning failure. Viruses. Human Error	Staff unable to work. Reduction in customer service provision across the authority No access to information/loss of data Adverse PR

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance?	Vulnerability	Trigger	Consequence
Business Solutions	BS2	D3	D3	No	Failure of telephone system	Mains power/UPS failure Human error Loss of telephone line and other external factors Software/ hardware failure	No communications Reduction in customer service provision across the authority Impact on staff working

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance?	Vulnerability	Trigger	Consequence
Business Solutions	BS3	D3	B3	No	Website Failure	Unavailability of hosted website Loss of ability to update website Hacking of website	Reduction in customer service Adverse PR Possible effect on income levels dependent on duration of loss

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance?	Vulnerability	Trigger	Consequence
Business Solutions	BS4	D2	B2	No	Data (IT) security breach	Loss/theft of data Security breach on laptops or removable media Insecure email Hacking	Adverse PR and reputation of the Authority Legal proceedings

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance?	Vulnerability	Trigger	Consequence
Business Solutions	BS5	D2	D2	No	Out of hours lone working	Injury caused by accident, ill-health or security breach	No security, possible fatality due to no contact with CSDO. No emergency customer service

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance?	Vulnerability	Trigger	Consequence
Business Solutions	BS6	D2	D2	No	Building Security	Security breach	Confidential Data loss due to security breach. Injury to lone worker

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance?	Vulnerability	Trigger	Consequence
Business Solutions	BS7	D3	D3	No	Savings proposals require a number of functions to be transferred to different people.	Transition of service proposals is not successful	Service cannot be delivered effectively

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance?	Vulnerability	Trigger	Consequence
Business Solutions	BS8	D3	D3	No	Substantial savings identified to support MTFS	Implementation of savings proposals is not successful	Savings not delivered and authority would be required to make savings elsewhere.

ENVIRONMENTAL SERVICES

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Pest Control	E7	B2	B3	Yes	Pest Control - demand for the service decreases delivering a lower than estimated income. People on low income do not use pest control services, despite the concessions offered. DIY treatments could in themselves increase risks to the householder and the environment.	The predicted income out turn doesn't reach the breakeven point.	Loss of income Staff and vehicle resource implications Implication on fixed service costs and overheads

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
Pest Control income is continually monitored on a monthly basis. And the information shared with the pest control staff, so they are fully aware of their financial situation. Business plan prepared to concentrate resources in to the commercial market.	Reduce operational costs. Consider reduced hours working. Or taking staff costs out of service unit by redeploying them in areas of need i.e. Licensing	Colin Batchelor	Achieving or exceeding income target.	Monthly	Ongoing	It is looking that the service is going to make a loss this year but not as much as last year. We have secured an on-going contract with Uttlesford that may increase the services income.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Environmental Health	E8	C2	C2	Yes	At the End of March 2012 Greenfields DFG allocation will reduce from £761,400 down to £402,300. There will be a valid case for them to start to pass their more expensive DFG work on to us as we are statutorily bound to issue DFG grants.	Any time over the next year	A large burden on the capital reserves

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
Discussions to take place with Greenfields to discuss closer working on DFG's An additional £200,000 has been allocated for the next three years to meet the current demand as well as the same amount put aside for Greenfields	Continuing dialog with Greenfields to pre-empt any change in policy on their behalf. Manage the budget to meet demand.	Colin Batchelor	To ensure we have sufficient capital to meet increasing demands	Quarterly	N/A	Continue to attend DFG working group meetings to keep an eye on the current situation with Greenfields.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Building Control	E6	C2	C2	Yes	Effect on the number of Building control applications due to economic downturn in the local construction market.	The predicted out turn is less than the income target.	Severe overspend on the councils revenue budget

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
Income is continually monitored on a monthly basis. And the information shared with the staff, so they are fully aware of their financial situation. Service review to take place during 2012/13	Reduce operational costs. Taking staff costs out of service unit by redeploying them in areas of need i.e. DFG's	Dave Jarvis & Alan Mayle	Achieving or exceeding income target.	Monthly	Ongoing	It is looking that the service is going to make a loss this year. But in the last couple of months the amount of income has increased to around normal Decision to be made about the deployment of staff for next year.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Leisure Services	E12 (new)	C2	n/a	Yes	The loss of JH for any significant period will place the service at risk with the loss of knowledge expertise.	JH being off for more than 4 weeks.	Possible service failure

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
To train other officers up in the essential tasks of JH job role	Select suitable candidate to shadow and become familiar with JH role.	Lee Crabb	Suitable candidate selected and adequately trained .	6 Monthly	Ongoing	With the addition of JK on a 1 day per week basis this should provide the service with an element of resilience.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Leisure Services	E13 (new)	A2	n/a	Yes	The closure of Braintree swim centre for any prolonged period due to latent defects	Pool having to be shut for more than 5 days	Loss of service and credibility and financial consequences if unable to claim against the warrantees.

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
Pursuing the original firms involved in the construction of Braintree Swim centre to make them aware of the defects in attempt to get them rectified asap.	To maintain momentum in pursuing the companies concerned to get a successful conclusion.	Andy Wright Lee Crabb	All latent defects resolved by the end of this year	Monthly	Ongoing	Letter already send to ISG Jacksons the main contractor, letters to be sent to other companies

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Dog Wardens	E11	C3	C2	No	Stray Dogs - increase in the amount of dog owners who are abandoning or not claiming their dog. This places increased pressure on our limited kennelling space and additional burden on budget.	When all kennels and other avenues of dealing with stray dogs have been exhausted.	Having to kennel dogs outside the district incurring significant drain on resources

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance?	Vulnerability	Trigger	Consequence
All Environmental Services	E1	E1	C2	No	Unable to achieve minimum statutory/legal requirements due to lack of resources	Staffing levels drop below current levels	Services being run with insufficient resources. Quality of services deteriorates. Adverse PR. Staff become demoralised Sickness / resignations increase. Health & Safety compromised. Customer dissatisfaction. Serious injuries or death occurs in population or workforce.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Licensing	E3	E1	E1	No	The Council approves a Premises Licence for a large scale event attendee by a large number of people where a major Health and Safety incident occurs	Notification of a major Health and Safety incident	People are injured/killed Buildings are damaged Bad reputation for organisation

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Environmental Protection	E4	E2	E2	No	The possibility that we come across a large unknown contaminated land site that either belongs to BDC or is an "orphan Site".	Discovered whilst undertaking inspection regime	Bad reputation for organisation Unplanned expenditure of unknown value

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Health Protection	E5	E3	E3	No	BDC selected to cover multi-site inspections for food and Health & Safety as a Primary Authority.	BDC receiving application as a primary authority	Lack of resources Unable to achieve minimum statutory / legal requirements

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Environmental Services	E2	D3	D3	No	Unable to recruit into vacant posts	Unable to recruit EHO's into a vacant post	Quality of service deteriorates Reduction in staff morale Staff sickness & further resignations Increased risk to public Major illness/death due to insufficient expertise

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Leisure	E14 (new)	C3	n/a	No	Financial Risk of termination of the JUA at Maltings Academy	AET moving into the new facility	No JUA contribution being paid

SUSTAINABLE DEVELOPMENT

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Development Management and Planning Policy	SD1 (new)	C3	n/a	No	Lowering in S.106 contributions & developers seeking to re-negotiate.	Change in government policies Reduction in number of applications. Continuing economic depression	Reduction in number of affordable housing units provided. Reduction in finance for infrastructure.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Development Management and Land Charges	SD2	D2	D2	No	Effect on applications due to economic downturn. Economic downturn – effect on number of house sales	Reduction in number of applications. (not down on last year – lower number, higher fee) Reduction in number of land charge searches.	Impact on base budget and MTFS. Staffing impact. Impact on Land Charges budget Staffing impact.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Planning Policy	SD3	D2	D2	No	Government Policy	Changes in Government regulations.	Additional policy staff time (eg assisting local community plan preparation and preparation of CIL). Staffing impact.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Development Management	SD4	D2	C2	No	Unknown state of trees under the Council's responsibility and possible subsidence caused by trees	Falling trees increase	Death/disablement of person. Investigation by HSE. Corporate Manslaughter Act may apply. Legal action / Public Liability Insurance claim. Adverse PR.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Development Management	SD6 (new)	B2	N/A	Yes	Damage to property as a result of dead / structurally compromised Ash Trees on Council land as a result of Ash Die-Back Disease. There are implications to the council in regards to how it manages its Ash tree stock is in the light of this emerging disease		The local authority may be liable for payment of damages

Managing Ash (and Chalara) in BDC	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>The recent appearance of Chalara in Britain has meant that the future of common ash as a woodland, hedgerow and urban tree species is under threat.</p> <p>Service has a data base showing the location of Council owned tree stock with survey information relating to tree spp. and condition of all trees including ash.</p> <p>Public safety is likely to be the biggest management issue for BDC ash trees in woodlands, parks and roadsides as the disease kills or weakens trees over coming years.</p> <p>There is currently no cure for Chalara and no clear method for stopping its spread. The aim of management should be to slow the spread and lessen the impact of the disease.</p>	<p>Service may need to develop a tree inspection regime specifically for ash, based upon existing survey data.</p> <p>Key Officers in Landscape Team and SUM to discuss management actions at end of June 2013.</p> <p>Identify trees in those areas of BDC land with high levels of public access. These trees need to be monitored carefully for risks to public safety, and some pruning of dead and dying trees will be advisable if risk assessments show they are a hazard.</p> <p>Further advice and action plans from the Forestry Commission will also help to build a clearer picture of the speed at which the disease is spreading.</p>	Tessa Lambert	<p>Management actions to be reviewed by end of June 2013 when the level and severity of the disease on local ash trees will start to become more apparent.</p> <p>Additional funding may be required if volume of surgery and felling exceeds expectations.</p>	Quarterly		The location and current condition of most (95%) of the Council's ash tree stock is on the arbortrack database.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Enterprise	SD7	D3	D3	No	New enterprise agency/company formed – does not deliver anticipated outputs	Failure of partner organisation. Failure to deliver service Failure to adopt self sustaining model.	No start-up business service. Reduction in business start-ups and new business growth in the district. Impact on economic well-being of district. Reputational risk.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Asset Management	SD8	C3	C3	No	Decline in economic conditions	Higher voids, reduction in rental values and values realised in the disposal of surplus assets	Reduction in revenue and capital income

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Asset Management	SD9	B3	B3	No	75 & 77 South Street and Victoria Street Community Centre – Vacant properties	Squatters, vandalism	Costs incurred to evict squatters. Damage to property. Property inspected on a weekly basis.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Asset Management	SD15 (new)	D3	N/A	No	Henry Boot not proceeding with the redevelopment of the Town Centre site	Planning permission not submitted by April 2014	Timescales can be renegotiated to assist Henry Boot in coming forward with a planning application

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Asset Management	SD16 (new)	D3	N/a	No	Land East of High Street, Halstead not being sold	Tesco planning permission refused	Site to be remarketed for residential development

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Town Centres	SD13 (new)	C1	N/A	Yes	South Street/ Fairfield Road proposals are set within a Conservation Area. Prior to property demolition conservation area consent and replacement scheme proposals must be in given by BDC & Secretary of State as landowner	Planning consent application and design & access statement being prepared by external consultant team. Project plan and significant risk, critical impact action plan in place	Conservation area consent not given and road widening scheme cannot go ahead

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Conservation area consent and approval to demolish is needed as the application is set within a conservation area. Recommendation from Local Planning Authority is referred to Secretary of State as BDC are landowner</p> <p>Scheme delay due to timing of Highways works/ demolition and landscaping scheme</p> <p>Funding for the scheme is reallocated</p>	<p>Project team setup which includes Planning policy/ Landscapes/Regeneration/ Asset Management/ ECC Highways. Key Officers meet regularly to progress scheme and identify risks.</p> <p>Design & Access statement prepared with robust options and site appraisals as part of the planning process. To accompany planning application.</p> <p>Close working with ECC Highways to ensure scheduling of project is in ECC capital programme.</p>	Alison Jennings	<p>Management Actions to be reviewed on positive recommendation of conservation application. May 2013.</p> <p>Tender for demolition to be procured concurrently which incorporates conditions which are attached to the consent.</p> <p>Scheduling of</p>	Monthly	<p>21/05/13 Planning committee</p> <p>12 week lead time for Secretary of State Approval</p> <p>Timing of ECC works</p>	<p>Recommendation to approve 21/05/13</p> <p>23/05 Referral to secretary of state in progress</p> <p>23/05 Tender for demolition in progress</p>

	Alternative funding sources to be made available.		Highways works by ECC. Implementation of landscaping scheme. Cost control and monitoring put in place.			
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Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Town Centres	SD14 (new)	D2	N/A	No	Failure to deliver the Portas Pilot may result in clawback of funding and reputational risk to the authority as part of being a national pilot for town centres	Project monitoring and management systems to be put in place	Funding clawback & reputational risk

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Land Charges	SD10 (new)	D2	N/A	No	Government proposals for HM Land Registry to be responsible for Land Charges register	Government announcement	Divide searches between HM Land Registry and local authorities.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Land Charges	SD11 (new)	D3	N/A	No	Contract dependencies e.g. partners not delivering, insufficient funding for contracts (Relates to ITC switching to UNIFORM – software reliability)	ITC system transfer doesn't work	Projects not delivered May need to re-employ one member of staff

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Environmental Improvements	SD12 (new)	D2	N/A	No	Available funding not expended; scheme only partially completed	Partners fail to deliver eg: ECC Highways may continue to have problems replacing footbridge in John Ray Park	BDC delayed or unable to complete work on site e.g. phases 2a + 2b at John Ray Park

FINANCIAL SERVICES

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Financial Services	F1	D2	D2	No	Computer hardware failure of key financial services	New virus IT downtime in excess of 24 hours	Loss of processing Loss of unsaved data Lack of service Effect on PI outturns

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Financial Services	F2	C2	D2	Yes	Maintaining service and performance levels with reducing staff numbers	Sickness levels increase including stress related illnesses Staff leaving Diversion of resources Insufficient capacity for peak workloads	Decrease in staff morale Backlog in work Effect on PI outturns Non-delivery of other department's projects Uncoordinated expectations

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<ul style="list-style-type: none"> • Ensure coverage arrangements in place, where possible, for key roles and functions. • Procedure/process notes in place for key functions • Training opportunities for staff • Talent management included in performance review process • Flexible working arrangement where appropriate for needs of service • Health and Well Being policy for staff • A good standard of office accommodation and working conditions 	<ul style="list-style-type: none"> • Succession planning • Maintain list of agencies which could provide interim support on occasion of long term absence of key staff. 	Trevor Wilson	Service standards and performance maintained	On-going		

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Financial Services	F3	D2	D2	No	The Council invests its surplus monies with financial institutions. The impact of the current economic climate on financial institutions makes the selection of a strong counterparty, with which to invest, crucial	Failure of a counterparty	Loss of the principal sum and/or interest due Unplanned service cuts and/or use of balances Decline in Council reputation

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Financial Services	F4	D2	C2	No	Payroll system is shared with Colchester Borough Council	Colchester BC inadvertently corrupts the system or causes the system to be unavailable for an extended period.	Staff and members not paid on time Compensation claims if bank charges incurred by staff and members;

OPERATIONS

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Operations	OP1	C2	C2	Yes	Loss of external income sources: a) trade waste b) schools grounds maintenance service c) markets d) reduction in strategic route litter-picking e) renewal of SLA re Cordons Farm and Street Cleansing f) The grounds maintenance element of the new leisure contract.	a) Trade Waste Audit b) Market forces; SLA renewal and schools testing competitiveness of our service. c) reduction in market traders; current economic downturn; adverse weather d) ECC withdraws the funding e) Greenfields review of requirements going forward. f) When the grounds maintenance element of the leisure contract is re-tendered in August 2013.	a) Loss of customers; reduction in income to the Council; higher disposal charges, potential increase in cost to customers which may result in loss of competitiveness. b) Loss of income; staff and vehicle resource implications (redundancy). c) Loss of income to BDC; affects prosperity of town centres; reduction in customer satisfaction d) A reduction in the service e) BDC would need an increase in base budget to provide. f) Loss of income; staff and vehicle resource implications (redundancy).

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
a) Waste & Transport Manager & Team in place to review and promote service and make service changes	a) Constant review of customer base. Appraisal of the service with focus on income and customer growth	a) N Johnson	a) Retention of the trade waste service and implementation of Recycling Service	a) On-going	May 13 Jun 14	Consultants (WYG) engaged in review of long term strategy. Interim plan for trade recycling to be implemented from May 2013
b) Parks and Open Spaces Manager & Customer Support Officer in place to promote the service.	b) Additional Internal resource in place (Customer Support Officer)	b) N Day	b) Retention of all the current contracts and gaining new contracts	b) Annually	Jan 14	All customers have been offered 3 year fixed-price contracts with a formal written agreement & updated specification documents
c) Waste & Transport Manager & Team in place to review and promote service.	c) Increase market traders and income through additional publicity / partnership working	c) N Johnson	c) Increase in customer growth and income	c) On-going	Apr 13	Now linked to 'Back in Our Town' strategy. Marketing plan underway. New policies and procedures in place by Apr 12
d) Review service / identify priority routes and deploy staff accordingly.	d) Monitor and review routes on a regular basis, target areas that require immediate attention.	d) N Johnson	d) Improved street & environmental cleanliness.	d) Monthly	Sep 13	Constant review and inspection of street cleansing undertaken by Street Cleansing Supervisors & Quality Monitoring Officer. New schedules from Apr 13
e) On-going quarterly SLA meetings in place, no risk to partnership.	e) Maintain partnership and uphold communication.	e) N Johnson	e) Improved partnership working and continued service provision under SLA	e) Quarterly	Sep 13	SLA ongoing. Robust partnership and continued excellent service provision. Extension of SLA agreed in principle.
f) Parks & Open Spaces Manager now attending site & management meetings to monitor & promote the service	f) Grounds maintenance costs to be reviewed & updated in consultation with Service Accountant	f) Nick Day & Dave Moss	f) Improved standards and retention of external contract with new service provider	f) Bi-monthly	Aug 13	Current contract prices and specifications have been reviewed and updated

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Operations	OP2	B2	B2	Yes	<p>a) Rise in fuel and utility costs in excess of base budget.</p> <p>b) Fuel Drivers Strike or Fuel Blockade preventing delivery of fuel to site.</p>	<p>a) Increase in fuel prices and gas, electricity and water charges.</p> <p>b) Industrial action undertaken by trade unions.</p>	<p>a) Increase required in base budget.</p> <p>b) Fuel depletion affecting service delivery – potential non delivery of services.</p>

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>a) Fuel costs are kept under constant review by Transport Manager. Routes scheduled to maximise fuel economy. Service Unit Manager regularly review utility costs.</p>	Continued monitoring of prices. Bulk ordering at keen prices. Monitoring prices.	a)N Johnson	a) Ability to maintain all services to fulfil statutory obligations. Only pay for what's consumed.	a) Quarterly as part of budgetary control and annually as part of the business and financial planning processes.	a) Quarterly and annually	a) Report to Management Board prepared outlining potential impact for 2012/13.
<p>b) Maintain fuel stock levels. Re-order when fuel tanks reach 40% capacity – allowing for 4 weeks operations</p>	b) Stock levels checked. Forward planning on deliveries. Prioritisation of services in the event of industrial action	b)N Johnson	b) Ability to maintain continuity of core services.	b) Annually or in the event of proposed industrial action.	b)Annual-ly	b) Contingency plan in place. Briefing note presented to management board and forms basis of procedure to address potential fuel shortages.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Operations	OP3	C2	C2	Yes	Fluctuation in the price of glass recyclates only. The dry recycling is now in a five year contract for a fixed sum per tonne incl. gate fee and haulage.	Global market saturations.	Gate fee/haulage may increase, resulting in reduction in income against proposed budgets. May have to stockpile glass, which will require additional storage facilities. Glass going to landfill (contrary to national local targets) Negative customer perception and adverse PR.

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
Annual contract with glass re-processor that can only be varied by agreement.	Review of arrangement in January of each year. Ad-hoc reviews, as required, subject to any change in the market.	N Johnson	Zero gate fee or lowest fee achievable.	Annually	Annually Jan 14	New variation negotiated Feb 2013. Contract price locked for 2 years

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Operations	OP4	C2	C2	Yes	<p>Failure by contractors to deliver elements of the frontline services:</p> <p>a) grave digging - loss of service arising single service provider (no back-up)</p> <p>b) fleet maintenance - loss of service by main service provider</p>	<p>a & b</p> <p>Default in performance of the contractor for whatever reason</p>	<p>a) Burial services postponed; distress to relatives; adverse publicity; more pressure on staff</p> <p>b) Major disruption to the refuse and recycling service; failure to meet obligations in relation to operators licence; potential for increased costs</p>

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
Contact details kept for local service providers who can offer back up support in times of crisis	Contract to be re-tendered with improved specification	Nick Day	Ability to maintain services and fulfil statutory obligations.	Annually	June 13	On target

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Operations	OP5	D2	D2	No	Ability to maintain front-line services	High levels of recurring or long-term sickness absence	Increased pressure and stress on staff affects morale and motivation. Additional cost in having to recruit temporary staff. Failure to meet service standards

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Operations	OP6	D2	D2	No	Closure of Cordons Farm	Failure to comply with Waste Management Licence; sale of land by the owner; factors outside our control e.g. vandalism, theft, break-in.	Nowhere to tip our waste resulting in increased cost; inability to maintain SLA with Greenfields CH; risk of prosecution from Environment Agency; major disruption to service.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Operations	OP7	D2	D2	No	Service continuity and resilience - capacity, skills, knowledge and experience	Loss of key personnel arising from resignation, early retirement, long-term sick, etc.	Impact on ability to deliver services; increased pressure on remaining staff; ability to comply with statutory requirements and fulfil legal obligations.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Operations	OP8	B3	B3	No	Demand for allotments exceeds supply	Increased demand from residents	Inability to comply with statutory duty to provide allotments in Braintree.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Operations	OP9	E3	E3	No	a) Termination of Parking Partnership in relation to off-street parking. b) Termination of partnership with Essex County Council re Gt Notley Country Park c) Termination of Inter-Authority Agreement with ECC	a) Dissolution of Parking Partnership. b) ECC may decide not to renew the partnership agreement (expires April 2013) c) ECC can no longer afford to fund the Agreement	a) BDC would have to fund and manage the operation of off-street parking. Need to recruit skilled staff; initial adverse impact on service delivery. b) BDC would have to manage and operate the service, for which an increase in budget would be required. c) Significant financial impact on food waste service and ability to deliver this without a significant increase in base budget.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Operations	0P10	C2	C2	Yes	Banding securing Litter and dog bins	Increased Complaints, injuries and claims against the Authority	<ul style="list-style-type: none"> • Injury to Staff and Public • Increased in claims against the Authority • Increase in Insurance premium • Increase in base budget

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
Quality check by operative installing litter and dog bins. Photographic evidence taken at the time of installation.	Visual inspection undertaken by Supervisor after work is completed.	Nick Johnson	Reduction of potential claims and complaints.	Annually	November 2013	Work instruction issued to operative to ensure that bands holding litter and dog bins in place are installed and checked that there is no possible risk to public.

COMMUNITY SERVICES

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Community Safety	CS1	D2	D2	No	Breach of confidentiality between partners	Inappropriate release/sharing of confidential information (intentionally or not)	Breakdown in trust between partners/partnerships. Consequences may affect members of public.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Safeguarding	CS2 (new)	D2	N/A	No	Limited resource and no additional capacity. Breach in confidentiality.	No dedicated resource – added to numerous roles. Inappropriate release/sharing of confidential information (intentionally or not).	Failure to report safeguarding concerns to appropriate bodies. Breach legislative requirements. Death.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Community Transport	CS3	D2	D2	No	Loss of Community Transport voluntary drivers	5+ voluntary drivers withdraw. Continuing rising fuel costs	Reduction in number of passenger journeys. Customers would have to arrange own transport with additional costs

HR/ODL

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Human Resources & ODL	HR1	C3	C2	No	Corporate talent management and succession planning	Loss of skilled and experienced staff through ageing workforce	Deterioration in service standards and failure to deliver statutory duties and key services

LAW & GOVERNANCE

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
People & Democracy (Communications & Marketing)	LG1	D2	D2	No	Unable to deliver key communications to required deadlines	Missing deadlines Staff resources Poor client relations Failure of external suppliers	Bad PR/reputation Financial implications Reduction in income Deterioration/failure in performance levels in other areas

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
People & Democracy	LG2	D2	D2	No	Insufficient persons to resource elections specifically: Presiding Officers Poll Clerks, Counters	Low level of expressions of interest	Failure to deliver an election with subsequent issue of an Election Petition Judicial intervention Adverse PR for authority Loss of public confidence in Democracy
Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
People & Democracy	LG3	D2	D2	No	Unable to achieve minimum statutory/legal requirements due to lack of skilled resources	Staff turnover levels Lack of skilled staff	Failure to comply with legislation Government/judicial intervention Adverse PR

STRATEGIC HOUSING

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Strategic Housing	SH1	C3	C3	No	Impact of Housing Allocations Policy following review in November 2012	Reviewed policy put into practice November 2012.	<ul style="list-style-type: none"> • Higher number in need • Increased challenges from people impacted negatively by changes • Housing providers may make less use of the system • Withdrawal of local authority(s) if policy not agreed to satisfaction of all 8 participating Councils.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Strategic Housing	SH2	B2	B2	Yes	<p>Increase in number of households homeless</p> <p>BVPI's Stats Homelessness Acceptances:- 07/09 = 283 08/09 = 195 09/10 = 103 10/11 = 93 11/12 = 137 12/13 = 164</p>	<p>Housing Benefit Changes:- * April 11 - LHA limited to a max 4 bed home *LHA Cap for new tenants and phased in for existing tenants from 1 January 2012, 30th percentile of rents from October 2011 *January 12 - LHA threshold for the shared rate for single people increased from 25 to 35</p> <p>Further welfare reforms are expected in 2013.</p> <p>General economic market conditions Increased repossessions Increased unemployment</p>	<ul style="list-style-type: none"> • Less private rented accommodation within housing benefit levels; • Increased demand on rent deposit/bonds scheme; • Additional temporary accommodation required; Increased demand for discretionary housing benefit • Increase in applications to the Housing Register • Need for additional staffing • Possible use of Bed & Breakfast accommodation.

Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
1. Homelessness Review and Strategy 2008 to 2013. 2. Homelessness Strategy Action Plan for 12/13. 3. Increased funding made available in 09/10 for rent deposit and bonds. - DCLG Recession Impact Funding £6,000. DCLG Repossession and Eviction Prevention Funding £47,500. Essex Wide Rental Loan Scheme 2009/10 £11,177 and 2010/11 £11,197 4. On-going reviews of temporary accommodation needs.	1. Housing Service monthly review of homelessness activity 2. Quarterly update also produced 3. Keep under close review	Joanne Albini/Donna Goodchild	NI156, BV213, BV183a, BV183b, BV202, BV203	Monthly		<ul style="list-style-type: none"> A new Homelessness Strategy for 2013 to 2018 has been drafted and is out for public consultation until August 2013. Cabinet 30 September 13. Landlord Select scheme has been set up to help promote the work we do with private sector landlords. An additional Housing Options Officer has been appointed on fixed term contract.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Strategic Housing	SH3	C3	C3	No	Affordable Housing Development Risks a) Reduction / insufficient funding or sites being brought forward for development by landowners. b) Lack of capacity/willingness of registered providers to take on affordable housing development.	Limited bank lending. Fewer capital receipts Unpredictable external funding General economic market conditions	<ul style="list-style-type: none"> Limited capacity for new development to meet housing needs and regeneration Seek alternative funding streams Unable to meet homelessness need Private sector considered more of an option to meet housing need

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Strategic Housing	SH4	C3	C3	No	Maintaining service and performance levels under increased demand for services.	Sickness levels increase including stress related illnesses Staff leaving/ retirement Diversion of resources Insufficient capacity for peak workloads	<ul style="list-style-type: none"> Decrease in staff morale Backlog in work Effect on PI outturns Non-delivery of other departments projects

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Strategic Housing	SH5	D2	D2	No	Relationship between BDC and Greenfields becomes strained.	<p>Ability to sustain Service Level Agreements after initial contract period.</p> <p>Potential contradiction with BDC Housing Strategy and GCH Business Plan</p>	<ul style="list-style-type: none"> Use of Bed & Breakfast facilities for housing the homeless Cost implications Staff under increased pressure (sickness levels rise) Difficulty in working with GCH in other areas such as new development.

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability		Trigger	Consequence
Strategic Housing	SH6 (New)	D2	N/A	No	Ageing housing properties owned by the Council, risk of major repairs that would have significant cost implications or potentially close a scheme suddenly. We own: The Refuge in the district*, Trinity House, Halstead Craig House, Braintree 129 to 135 Bradford Street, Braintree. * We do not have repair responsibilities.	Major issues that may lead to very costly work to properties.	<ul style="list-style-type: none">Significant costs not budgeted for or sudden closure of a scheme.If a scheme closed suddenly it could mean significant additional costs to the council to secure alternative accommodation.	

CHIEF EXECUTIVE'S

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Chief Executives	CE1	E2	E2	No	Staff absence due to sickness long-term & leaving organisation	Long-term sickness and staff leaving	Delivery of service would need to be-assessed

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Chief Executives	CE2	E2	E2	No	Loss of outside venue for civic event	Bankruptcy, damage e.g. flood/fire	Event may need to be cancelled at the last minute. Loss of money, need to pay outside contractors

Service	Risk Number	Current Risk Rating	Previous Risk Rating	Above Tolerance ?	Vulnerability	Trigger	Consequence
Chief Executives	CE3	C3	C3	No	Instruction from central government to host and organise events e.g. Land Army presentation, Armed Forces	Contact from central government	Impact on staffing of financial resources

Internal Audit – Activity Report for the period to 3 rd June 2013		Agenda No: 7
Portfolio Area:	Corporate Priority – We deliver excellent, cost effective and valued services	
Report presented by:	Lesley Day, Audit Insurance & Risk Manager	
Report prepared by:	Lesley Day, Audit Insurance & Risk Manager	
Background Papers: Internal Audit Assignments	Public Report: Yes	
Options: N/a	Key Decision: No	
Executive Summary:		
<p>To provide Members with details of and outcomes from the audit assignments completed during the period 5th March to 3rd June 2013. This includes for each assignment:</p> <ul style="list-style-type: none">• the key controls covered• number of recommended action points and their priority• audit opinion• brief details of the high priority recommendations (if applicable) <p>An update on the Reportable recommendations is also attached.</p>		
Decision:		
To accept the activity report for the period 5 th March to 3 rd June 2013		
Purpose of Decision:		
To advise Members of the audit assignments completed for the period 5 th March to 3 rd June 2013		

Corporate Implications	
Financial:	N/a
Legal:	N/a
Equalities/Diversity	N/a
Customer Impact:	N/a
Environment and Climate Change:	N/a
Consultation/Community Engagement:	N/a
Risks:	N/a
Officer Contact:	Lesley Day
Designation:	Audit, Insurance & Risk Manager
Ext. No.	2821
E-mail:	lesley.day@braintree.gov.uk

**INTERNAL AUDIT
COMPLETED ASSIGNMENTS to 3rd June 2013**

Type	Topic	Days Taken	Recommendations			Key Controls Covered	High Priority recommendations	Agreed Implementation date	Audit Opinion
			L	M	H				
	2012/2013								
Corporate	National Fraud Initiative	18	n/a			<ol style="list-style-type: none"> Review of each of the 1,455 data match results for this authority Recording all outcomes on the National Fraud Initiative website <p>1,455 data matches received of which 114 have been referred to our Fraud Section for further investigation and 56 to Department for Work and Pensions as passported claims</p>			For information
Non-core system	Store 4 – Public Halls - Closure	1	0			<ol style="list-style-type: none"> Review of any remaining stock items Obsolete stock is disposed of correctly 			For information
Corporate	Freedom of Information Requests	5		3	1	<ol style="list-style-type: none"> Officers retain reports/data from where replies are obtained to enable audit /support response in case of query and reference in accordance with recommendation 2. Reference all enquiries received to enable corporate referencing. Ensure all enquiries are referred to the correct department to ensure accuracy of replies. Issue a reminder to managers and staff of the need to respond to enquiries promptly and accurately. 	Officers retain reports/data where replies are obtained to enable audit/support response in case of query and reference in accordance with recommendation 2.	April 2013	We are satisfied that reliance can be placed on the key controls following implementation of the recommendation agreed in the Action Plan.
Corporate	Floats & Imprests	1	0			<ol style="list-style-type: none"> To ensure that all petty cash floats and change floats are certified and accounted for on the 31st March 2013 All changes to petty cash and change floats during the financial year are accounted for 			We are satisfied that reliance can be placed on the key controls as described.

				3. The end of year balance agrees to the totals on the appropriate efiancials code						
Operational	Market - Braintree	1	0	1. That all market traders were able to provide an official receipt issued by the Market Superintendent 2. That the carbon copies of the receipts agree to those issued to the traders 3. The fee paid is reasonable to the size of the pitch 4. The amount banked agrees to the total of receipts for that particular day			We are satisfied that reliance can be placed on the key controls as described.			
Non-core system	S106 Agreements	4	<table><tr><td>1</td><td>1</td><td></td></tr></table>	1	1		1. S106 Agreements are in accordance with Planning Policies. 2. Processes ensure projects are completed on time to maximise income. 3. A Guide to S106 Agreements is available on the website. 4. Training has been provided to Parish and Town Councillors.			We are satisfied that reliance can be placed on the key controls following implementation of the recommendations agreed in the Action Plan.
1	1									
Core System	Creditors	6	<table><tr><td></td><td></td><td>2</td></tr></table>			2	1. Only authorised staff may commit the organisation to expenditure. 2. Invoices are processed only when the goods or services have been received and at the correct amount. 3. All expenditure incurred is accurately and completely recorded. 4. Payments are made only in respect of approved invoices and for the correct amounts. 5. There is adequate segregation in the ordering, receiving and payment functions. 6. Fraud & Corruption checklist 7. Information Security Management	Review annual spending with companies and check for compliance with Contract Procedure Rules. Issue a reminder to all staff that except for emergency situations, suppliers should be on Marketplace before any order is placed to enable corporate checks to be made.	April 2013	We are satisfied that reliance can be placed on the key controls following implementation of the recommendations agreed in the Action Plan.
		2								

Operational	Cash Check	1	0	<ol style="list-style-type: none"> 1. Total of monies held in the till agreed to the cash receipting system total 2. Floats held by the Cashiers agreed to the float records 3. Floats are held securely with restricted access 			We are satisfied that reliance can be placed on the key controls
Non-core system	Members Allowances	14	0	<ol style="list-style-type: none"> 1. To ensure members mileage claims, train travel and broadband allowances are reasonable 2. Claim forms are signed by the Member and approved by the Member Services Manager 3. Claims are paid correctly by the Payroll section 			We are satisfied that reliance can be placed on the key controls subject to clarifications from two Members with regard to their claims

H=High A significant weakness which if not addressed, has the potential to undermine the financial and operational management due to risk of serious error, irregularity or inefficiency

M=Medium Where in improvements in control are needed to further reduce the risk of undetected errors or irregularities occurring

L=Low To strengthen the overall control environment by building upon existing controls in place or to improve to comply with best practice guidance

Reportable Recommendations - Update

Area of review	Reported recommendations	Due Date	Status
Sundry Debtors	Agree content of Data Protection course to enable roll out training to all staff via Vision e-learning.	December 2012	Implemented
Asset Management	Undertake an annual reconciliation of asset database rental values to invoices raised values.	January 2013	Revised date of December 2013 agreed
Freedom of Information Requests	Officers retain reports/data where replies are obtained to enable audit/support response in case of query and reference in accordance with recommendation 2.	April 2013	Implemented
Creditors	Review annual spending with companies and check for compliance with Contract Procedure Rules.	April 2013	Implementation delayed until September 2013
Creditors	Issue a reminder to all staff that except for emergency situations, suppliers should be on Marketplace before any order is placed to enable corporate checks to be made.	April 2013	Implemented

Whistleblowing Policy		Agenda No: 8
Corporate Priority:	We deliver excellent, cost effective and valued services	
Report presented by:	Lesley Day, Audit Insurance & Risk Manager	
Report prepared by:	Lesley Day, Audit Insurance & Risk Manager	
Background Papers:	Public	
Whistleblowing Policy		
Options: N/a	Key Decision: No	
Executive Summary:		
<p>At the last Governance Committee held on 20th March 2013, Members agreed to add the review of the Whistleblowing Policy (Appendix 1) to the Forward Look 2013/2014.</p> <p>The Whistleblowing Policy was originally introduced in 2002/2003 and is updated annually by the Audit, Insurance and Risk Manager. It is available on the Website, Staff Intranet and Members Portal.</p>		
Decision:		
<p>That Members note the Whistleblowing Policy and advise on any amendments required resulting from their review.</p>		
Purpose of Decision:		
<p>To request Members to note and have the opportunity to review the Whistleblowing Policy</p>		

Corporate Implications	
Financial:	None
Legal:	None
Equalities/Diversity	None
Customer Impact:	None
Environment and Climate Change:	None
Consultation/Community Engagement:	None
Risks:	None
Officer Contact:	Lesley Day
Designation:	Audit Insurance & Risk Manager
Ext. No.	2821
E-mail:	lesley.day@braintree.gov.uk

BRAINTREE DISTRICT COUNCIL

WHISTLEBLOWING POLICY

Revised May 2013

“WHISTLE-BLOWING”

INTRODUCTION

Braintree District Council is committed to the provision of the highest quality services for the residents and businesses of the District and to full accountability for those services. Whilst the Council has set in place rules, regulations, quality standards and procedures to ensure that the highest standards of conduct and commitment to service are observed, malpractice and wrongdoing may occur. Braintree District Council is not prepared to tolerate any such malpractice or wrongdoing in the performance of its staff, Members or Contractors.

The greatest deterrent to malpractice or wrongdoing is the probability that such malpractice or wrongdoing will be reported and investigated vigorously, that those who are responsible for it will, in appropriate cases, be punished and that the matter will be promptly remedied. This Policy Statement is therefore, intended as a clear and unequivocal statement that, whenever and wherever any such malpractice or wrongdoing by the Council, its Members, any of its employees, or by any of its contractors or suppliers, is identified by or reported to the Council, it will be swiftly and thoroughly investigated and rectified, and that the Council will also investigate means of ensuring that such malpractice or wrongdoing can be prevented for the future.

This “Whistle-Blowing” Policy is intended to supplement, rather than to replace the existing procedures whereby employees of the Council and members of the public may already raise complaints or matters of genuine concern with the Council. It is, therefore, designed to provide a channel for those instances where the person reporting the matter feels that, for any reason, they cannot use these existing complaints procedures.

If you make an allegation in good faith, but it is not confirmed by the investigations, no action will be taken against you.

EXISTING COMPLAINTS PROCEDURES

Braintree District Council has a commitment to open government and accountability, and has the following existing procedures for receiving and investigating complaints. Complainants are encouraged to make use of these existing procedures, wherever practicable:

- a) Braintree District Council encourages anyone with a genuine complaint or concern about Council services to contact the Manager directly responsible for that service
- b) Members of the public are encouraged to raise any matters of concern with their local Councillor, who can assist in identifying the best point of contact for reporting the matter or can pursue the matter directly with the Service concerned.
- c) Members of the public may also raise a matter with the Cabinet Member, who is responsible for the service concerned. These

Councillors will have a sound knowledge of the services provided and the standards to which those services should be provided and can pursue the matter directly with the manager concerned.

- d) In addition, the Council has three Senior Officers who have particular legal responsibilities for the monitoring of the Council's activities. These Senior Officers are as follows: -

- **Nicola Beach:** Chief Executive :
Head of Paid Service, responsible for the overall management and direction of the Council, and for ensuring that its services are satisfactorily resourced. Telephone (01376) 551414 Ext. 2000.
- **Chris Fleetham:** Corporate Director:
Chief Financial Officer, responsible for the financial management, probity and audit of the Council. Telephone (01376) 551414 Ext. 2800.
- Head of Governance:
Monitoring Officer responsible for the legal probity and the proper democratic processes of the Council. Telephone (01376) 551414 Ext. 2629.

Employees and members of the public are encouraged to contact the appropriate Senior Officer direct and to raise any complaint or concern within their particular responsibilities.

- e) Braintree District Council has appointed a Governance Lawyer, who has responsibility to investigate any complaints received directly or referred by the Chief Executive, by a Councillor, or by any Service of the Council. To handle and settle any complaints received against the Council from the public and to supervise the Council's Complaints procedures and to report to the Council annually on the handling of complaints throughout the Council. The Governance Lawyer has a right of access to the Chief Executive and to all Directors and Officers of the Council in order to investigate any complaint, and the power to recommend a settlement in appropriate cases.

Governance Lawyer – Emma Wisbey - telephone (01376) 551414 Ext. 2610

All investigations will be handled so as to comply with relevant legislation.

“Whistle-Blowing” Officer

It is, however, appreciated that there may be occasions when an employee of the Council or a member of the public feels unable to use one of the above existing procedures, for example when the “Whistle-Blower” feels that they can only raise the matter anonymously. Braintree District Council has therefore appointed a “Whistle-Blowing” Officer, with the following instructions:

- a) To receive and record any complaints under this policy.

- b) To ensure the confidentiality of any “Whistle-Blowing” complainant who requests that their complaint be treated in confidence.
- c) To investigate promptly, using the most appropriate resources available, any “Whistle-Blowing” complaint, and to respond directly to the complainant (where not anonymous) on its completion, with a right of access to the Chief Executive and all Councillors', Directors and employees of the Council and to all documents and records of the Council.
- d) To report to the appropriate Senior Officer [listed in (d) above] where investigations identify a serious cause for concern within the responsibilities of that Senior Officer, and to recommend to that Senior Officer the use of any relevant statutory powers or duties of the Senior Officer. Where the complaint relates to the conduct of one of these Senior Officers, the Whistle Blowing Officer shall report to the Chief Executive. Where the complaint relates to the Chief Executive, the report shall be to the Leader of the Council.
- e) To report in the post-holders' own right, as appropriate, to the Chief Executive, Director(s) concerned, Corporate Management Board, the Council, or any Committee of the Council.
- f) In accordance with the procedures of the Councils Standards Committee, the Whistle Blowing Officer shall refer such matters as necessary in the name of the Whistle Blowing Officer to the Head of Governance, as the councils Monitoring Officer, acting as agent for any person wishing to make an anonymous complaint regarding a member.
- g) To recommend and in conjunction with the Chief Executive or the Head of Governance to settle appropriate action (including a payment where appropriate) to resolve a complaint or recompense a complainant.
- h) To report annually to the Chief Executive and to the Members of Braintree District Council on the conduct of this “Whistle-Blowing” policy, including any resources required to satisfactorily carrying out the duties as “Whistle-Blowing” Officer.
- i) To refer the matter to the Council's external auditor for their action on behalf of the complainant if they are dissatisfied at conclusion that the matter has been handled properly.

<p style="text-align: center;">Whistle Blowing Officer –Trevor Wilson– telephone on (01376) 551414 Ext. 2801 or (01376) 557801</p>

The Whistle Blowing Officer can be contacted in writing using a sealed envelope marked “Private & Confidential ” addressed as:

Head of Finance
Braintree District Council
Causeway House
Braintree CM7 9HB
F.A.O: IA

A confidential informal discussion may be held before an official complaint is made.

Employee Co-Operation

In many cases it is the employees of the Council, who are likely to be in the best position to learn of any malpractice or wrongdoing within the Council, and to identify that any particular action or proposal falls below the proper and professional standards which the Council and its customers are entitled to expect. Braintree District Council expects the fullest co-operation of all its employees in securing the highest standards of service to the residents and businesses of its District. That means that, where employees of the Council are aware of, or seriously suspect, malpractice or wrongdoing in the Council's services, the Council will expect them to report such malpractice or wrongdoing. Where employees fail reasonably to report such malpractice or wrongdoing, they become themselves complicit in that malpractice or wrongdoing, and Braintree District Council regard failure by an employee to report such malpractice or wrongdoing, or the serious suspicion of it, as a serious disciplinary matter.

Prevention of Recriminations, Victimisation, Harassment or Detrimental actions:

Any reporting system will be of little effect if those who should report fear that, as the result of making their report, they may experience recriminations, victimisation, harassment or detrimental actions.

The Council will therefore not tolerate any attempt on the part of any employee, Councillor, Council contractor or supplier to apply any sanction or detriment to any person who has, **in good faith**, reported to the Council any serious and genuine concern that they may have at any apparent malpractice or wrongdoing.

The Council will treat any such recrimination, victimisation, harassment or detrimental action by any employee of the Council as gross misconduct. The Human Resources Manager will monitor every case and instigate disciplinary proceedings should there be cause to consider there to be recrimination, victimisation, harassment or detrimental action against the "whistle-blower".

Where any such recriminations, victimisation, harassment or detrimental actions are undertaken by any contractor or supplier of the Council, the Council will regard that as a serious breach of contract and will take appropriate action not only to stop that recrimination, victimisation, harassment or detrimental actions, but also to make an example to deter others from following that course, which will also include future contractual relations with the party concerned.

Where such recriminations, victimisation, harassment or detrimental actions are undertaken by any recipient of a Council service, the Council will regard this as a breach of the conditions, under which that service is provided, and will consider whether the service can continue to be supplied in that manner.

What is Malpractice or Wrongdoing?

Malpractice and wrongdoing will include the following. This is not, however, a comprehensive list but is intended to illustrate the sorts of issues which may be raised under the “Whistle–Blowing” policy:

- a) Any unlawful act, whether criminal or a breach of civil law.
- b) Maladministration, as defined by the Local Government Ombudsman.
- c) Breach of any statutory Code of Practice.
- d) Breach of, or failure to implement or comply with Standing Orders or with any policy determined by the Council or any Committee or Sub-Committee of the Council.
- e) Any failure to comply with appropriate professional standards.
- f) Fraud, corruption or dishonesty.
- g) Actions which are likely to cause physical danger to any person, or to give rise to a risk of significant damage to property.
- h) Failure to take reasonable steps to report and rectify any situation which is likely to give rise to a significant avoidable cost, or loss of income, to the Council or would otherwise seriously prejudice the Council.
- i) Abuse of power, or the use of the Council’s powers and authority for any unauthorised or ulterior purpose.
- j) Discrimination in the Council’s employment or services.
- k) Any other matter you consider you cannot raise by any other procedure.

Who does this Policy Statement Cover?

This policy statement covers any malpractice or wrongdoing by:

- a) Any employee of Braintree District Council.
- b) Any Councillor of Braintree District Council; and
- c) Any contractor, supplier or consultant of Braintree District Council, in the course of their work for the Council.

Confidentiality

Braintree District Council will do its best to respect the confidentiality of any “Whistle-Blowing” complaint received where the complainant requests confidentiality.

However, it will be easier to investigate and verify complaints if the complainant is prepared to give his / her name. It must be appreciated that the investigation process may reveal the source of the information and a statement by the complainant may be required as part of the evidence being gathered.

Anonymous Allegations

This policy encourages complainants to put their names to their allegations. Concerns expressed anonymously are less persuasive, but they will be considered at the discretion of the Whistle blowing Officer. In exercising the discretion, the factors to be taken into account would include: -

- the seriousness of the issue raised
- the credibility of the concern; and
- the likelihood of confirming the allegations from attributable sources

False and Malicious Allegations

Braintree District Council is proud of its reputation as a Council with the highest standards of probity. It will therefore ensure that adequate resources are put into investigating any complaints that it receives.

If you make an allegation in good faith, but it is not confirmed by the investigations, no action will be taken against you.

The Council will view very seriously any false or malicious allegations which it receives, and will regard the making of any false or malicious allegations by any employee of the Council as a matter of gross misconduct.

Officers suffering from malicious complaints, whether written or spoken from the public or outside organisations will be supported by the Council in accordance with its policy on the matter.

Details of malicious allegations will be forwarded to the person complained about.

Further Information

For further information about this "Whistle-Blowing" Policy, contact

Trevor Wilson, Head of Finance on (01376) 551414. Ext. 2801, or direct on (01376) 557801,

Or

Lesley Day, Audit, Insurance & Risk Manager on (01376) 551414. Ext 2821, or direct on (01376) 557821

Internal Audit Annual Report 2012/2013		Agenda No: 9
Corporate Priority: We deliver excellent, cost effective and valued services Report presented by: Lesley Day, Audit Insurance & Risk Manager Report prepared by: Lesley Day, Audit Insurance & Risk Manager		
Background Papers:		Public Report
CIPFA Code of Practice for Internal Audit		
Options: N/a		Key Decision: No
Executive Summary: The CIPFA Code of Practice for Internal Audit in Local Government in the United Kingdom recommends that the Head of Audit should provide a written report to those charged with governance timed to support the Annual Governance Statement.		
Decision: To accept the Internal Audit annual report for 2012/2013.		
Purpose of Decision: To accept the Internal Audit annual report for 2012/2013 in support of the Annual Governance Statement.		

Corporate Implications	
Financial:	None
Legal:	None
Equalities/Diversity	None
Customer Impact:	None
Environment and Climate Change:	None
Consultation/Community Engagement:	None
Risks:	None
Officer Contact:	Lesley Day
Designation:	Audit Insurance & Risk Manager
Ext. No.	2821
E-mail:	lesley.day@braintree.gov.uk

INTERNAL AUDIT

ANNUAL REPORT 2012/2013

Purpose

This is the annual report of the Head of Audit (required by the CIPFA Code of Practice for Internal Audit in Local Government in the United Kingdom 2006), which, based on the work undertaken during the year:

- gives the Head of Audit's opinion on the overall adequacy and effectiveness of the organisation's risk management systems, internal control and governance processes
- compares audit work undertaken with that planned
- summarising the performance on the Internal Audit function against its performance measures and targets

Background

The Accounts and Audit (England) Regulations 2011 require the Council to undertake an adequate and effective internal audit of its accounting records and of its system of internal control in accordance with proper practices. The Council are also required to provide a governance statement to accompany the annual Statement of Accounts. This statement is required to be signed by the most senior officer and the most senior member of the Council. The responsibility for maintaining and reviewing the system of internal control rests with the Council, however in practice the Council places reliance on the work and findings of Internal Audit to provide assurance as to the adequacy of the systems. The report and opinion set out below therefore form an important part of the Council's review of its system of internal control and together with assurances provided by management, the external auditors and other review agencies and inspectorates enables the Council to fulfil the requirement to prepare a governance statement for 2012/2013.

ANNUAL REPORT & OPINION

The role of the Internal Audit service

It is a legal requirement that the authority must 'maintain an adequate and effective system of internal audit of its accounting records and of its system of internal control in accordance with the proper internal audit practices'. Proper internal audit practices are those contained within the CIPFA Code of Practice for Internal Audit in Local Government in the United Kingdom 2006. This Code defines Internal Audit as follows:

'Internal Audit is an assurance function that primarily provides an independent and objective opinion to the organisation on the control environment comprising risk management, internal control and governance by evaluating its effectiveness in achieving the organisation's objectives. It objectively examines, evaluates and reports on the adequacy of the control environment as a contribution to the proper, economic, efficient and effective use of resources'.

Internal Audit

For 2012/2013, Internal Audit was provided by a team of 2.3 fte, consisting of an Audit Manager and 2 Auditors however, the Audit Manager's time is also allocated to other responsibilities.

An annual Audit Plan is produced in conjunction with a four-year rolling plan which is based on an assessment of the risks associated with each service / function / system and also takes into account the Council's strategic and operational risks.

The Audit Plan was divided into four categories as follows:

- Core systems and Income Streams
- Non-core systems
- Corporate
- Operational

In respect of core systems and non-core systems, a systems based approach is used to assess and evaluate the controls operating within each system and to provide an assurance of the adequacy of those controls. This approach may also apply to some topics within the corporate and operational category.

Upon completion of an assignment, any recommendations are discussed with the Service Unit Manager/Senior Manager and an Action Plan agreed.

Governance Committee

An activity report is presented regularly to the Governance Committee which details:

- each assignment
- the number of recommendations
- brief details of the high priority recommendations
- key controls covered
- audit opinion
- date of the follow-up review.

The Governance Committee is updated on the status of high priority recommendations as part of the activity reports.

Operational Risk Management

Operational Risks were reviewed by each Head of Service as part of their Business Plans for 2012/2013. There were 61 risks identified with 17 of them above the tolerance line which required an action plan in order to mitigate the risk.

In addition, we have taken risk mitigation/assessment action during the year as follows:

- The Winter Maintenance Policy was activated and consequently no public liability claims have been received to date
- Liaised with Facilities Management and Engineers to patch road surfaces around Causeway House and the car parking areas to mitigate any possible trip/slip claims
- Liaised with Facilities Management to arrange the assessment of the safety of a wall (due to tree roots) on the curtilage of Causeway House next to a public pavement which resulted in remedial action being taken

Strategic Risk Management

The Risk Policy, Strategy and Implementation Plan were introduced in April 2006 which required a register of strategic risks i.e. those risks that may affect the ability of the Council to achieve its objectives, to be established.

The current Strategic Risk Register details the risks which have potential to impact on the delivery of the Corporate Strategy 2012 to 2016. The current Register has ten strategic risks, identified by Management Board and Cabinet Portfolio holders, with five being above the tolerance line, therefore requiring Management Action Plans which are owned and maintained by a Corporate Director.

Regulation of Investigatory Powers Act

At the Audit Committee held on 8th January 2009 it was agreed that an annual report would be submitted by the RIPA Monitoring Officer detailing the use of surveillance for the previous financial year.

New legislation was introduced on 1st November 2012 where the main changes were:

- the use of directed surveillance under RIPA to prevent or detect criminal offences that are either punishable, whether on summary conviction or indictment, by a maximum term of 6 months imprisonment or are related to the underage sale of alcohol and tobacco.
- Prior approval from a JP will be required.

The approval from a JP also applies to 'subscriber information' which includes billing information such as the name, address and bank details of the subscriber of telephone or internet service which we process through the National Anti-Fraud Network.

No applications for surveillance have been made this year and taking into account our past surveillance and subscriber information applications, it is doubtful that we will meet the new criteria or need JP approval, however, the ability remains for the Authority to do so.

Information Security

An Information Security Policy (supported by 15 Codes of Practice) was adopted in July 2009.

The objectives of this Policy are to ensure that

- All users are aware of their responsibilities in relation to information security
- All property, equipment and information are appropriately protected
- The availability, integrity and confidentiality of information is maintained
- A high level of awareness exists of the need to comply with the measures contained in the policy.

Each Head of Service has supplied me with a signed declaration that certain requirements of the Policy have been met and that there have been no known breaches of information security breaches during 2012/2013.

Corporate Quality & Compliance Reviews

During the year the quality assurance auditors carried out 42 service unit reviews across all services. These were carried out by discussions with Service Unit Managers and members of staff and covered areas including:

- Performance Reviews and PDP's
- Individual and team performance
- Team Meetings
- Business & Service Planning Consultation
- Benchmarking
- Sickness Absence / Leave entitlements
- Health & Safety
- Equalities
- Induction / Probation periods
- Performance Indicators & Budget Monitoring
- Data Protection
- Freedom of Information
- Ethical Governance
- Payment of Invoices

A summary of findings and any recommended action points were agreed with the relevant SUM and a copy sent to the Head of Service for their information and action if necessary.

The quality assurance auditor's feedback, amendments to items covered and input from Senior Managers regarding any additional areas to be covered, will be fed into the 2013/2014 reviews which will commence in September 2013.

Whistleblowing

I am responsible for carrying out investigations on behalf of the Head of Finance, Whistleblowing Officer. During 2012/13 two allegations were received:

1. allegations against an officer were unfounded
2. allegation received but no supporting documentation has been received to support this, therefore matter not investigated at present

Prevention of Money Laundering Procedures

No Suspicious Activity Reports were submitted by the Money Laundering Reporting Officer to the Serious Organised Crime Agency during the year.

Assignments undertaken during 2012/2013

	Completion of planned assignments
Core systems and Income Streams	100%
Non-core systems	100%
Operational	84% (one subject not achieved)

We also carry out assignments and activities on Corporate subjects which, due to their nature, are impractical to count towards the annual overall target. eg, governance issues, ICT and NFI Data Matches.

Recommendations contained in Audit Assignments

Number of Audit Assignments	Low Priority	Medium Priority	High Priority
42	1	13	34

The implementation of 2 high priority recommendations have been delayed however, they will continue to be monitored for completion.

Reliance by External Audit

The internal audit plan is prepared with the intention that the external auditors can place reliance on the work of Internal Audit (managed audit basis), thus avoiding duplication of work and ensuring that the Council receives maximum benefit from the total audit resources.

As at the time of producing this report, our external auditor's review is in progress however, no significant matters have been identified to date.

Review of Internal Audit

The Accounts and Audit (England) Regulations 2011 require an annual review of the effectiveness of internal audit. For 2012/13 we have completed the assessment which has been previously submitted as part of our benchmarking data to CIPFA.

Overall adequacy and effectiveness of the internal control environment

The systems of internal control designed to support the delivery of the Council's objectives are, in my opinion, satisfactory subject to confirming that agreed actions have been implemented.

This opinion is based upon:

- an assessment of the design and operation of the underpinning management, governance and assurance processes
- an assessment of the range of individual opinions arising from risk based audit assignments that have been completed during the year taking into account the relative significance of these areas
- an assessment that management implement recommendations to mitigate identified control weaknesses in reasonable timescales
- cumulative audit knowledge and other information available regarding the Council systems of internal control

In giving the opinion it should be noted that assurance can never be absolute. The most that the Internal Audit service can provide is a reasonable assurance that there are no major weaknesses in the whole system of internal control. Internal Audit have not reviewed all risks and assurances relating to the Council's key business management, governance or service delivery processes during the year.

COUNTER-FRAUD ARRANGEMENTS

As a result of the Audit Commission's publication – 'Protecting the Public Purse 2012' a Counter Fraud Strategy has been produced which brings together all our current policies and procedures. This Strategy was approved by the Governance Committee on 20th March 2013.

This Strategy has been established to promote and facilitate the development of controls that will promote and aid the prevention and detection of theft, fraud, corruption or bribery against Braintree District Council. This strategy will add value by consistently promoting efficient, economic and effective organisational behaviour.

The Strategy covers Members, staff, contractors, suppliers and partners together with Housing Benefit and Council Tax Benefit / Local Council Tax Support Fraud.

Housing Benefit Fraud:

Administrative Penalties

April 2012 to March 2013 = HB overpayments = £148,327.95
 CTB overpayments = £ 44,431.38

Total overpayments = £192,754.33

Total number of penalties = 84
Total value of ad-pens = £58,030.36

Cautions

April 2012 to March 2013 = 5 = £11,762.07 Overpayment

Prosecutions

April 2012 to March 2013 = 8 = £33,110.82 overpayment +1 (DWP lead)
 = £5,190.42 overpayment

**Total overpayments for 2012/2013 where sanctions applied and resolved
= 98 valued at £242,817.64**

Lesley Day
Audit, Insurance & Risk Manager

June 2013

Annual Governance Statement 2012/13		Agenda No: 10
Corporate Priority: Deliver excellent, cost effective and valued services Report presented by: Trevor Wilson, Head of Finance Report prepared by: Trevor Wilson, Head of Finance		
Background Papers: 'Delivering Good Governance in Local Government – Framework' published by CIPFA and SOLACE		Public Report
Options: To make amendments or additions as required to the statement and recommend for signing by the Leader of the Council and the Chief Executive.		Key Decision: No
<p>Executive Summary:</p> <p>The annual review of the Council's governance, risk management and internal control arrangements has been undertaken to support the production of the Annual Governance Statement for 2012/13. This review includes the established information and assurance gathering processes to ensure that the published Annual Governance Statement is correct as well as a review of the Council's Governance framework against a best practice framework devised by CIPFA/SOLACE.</p> <p>The aim of the review process is to ensure that the Council has effective governance, risk management and internal control processes in place to assist with accountability and delivery of objectives. Additionally, the review process will identify any shortfalls in these arrangements.</p> <p>The review process includes:</p> <ul style="list-style-type: none"> • Obtaining assurance from Senior Managers, who report to a member of the Management Board, that key control systems have operated effectively within their areas of responsibility throughout the year • Reviewing the Council's governance framework against the best practice framework devised by CIPFA/SOLACE • Updating the Local Code of Corporate Governance, adopted by the Audit Committee on 8th January 2009 • Reviewing all External Audit and Inspection reports and Internal Audit reports <p>The final published statement is required to detail the governance and control framework in place in the Council during 2012/13 and up to the date of publication of the Statement. Where arrangements are not in line with best practice or are not working effectively, this should be recorded in the statement together with action plans for improvement.</p>		

The Annual Governance Statement

The process of preparing the Annual Governance Statement should itself add value to the corporate governance and internal control framework of the Council. The Statement should be approved by the end of June and should also be up-to-date at the time of publication. The best practice framework provides guidance on what the Statement should contain, including:

- Responsibilities for ensuring there is a sound system of governance (incorporating the system of internal control)
- An indication of the level of assurance that the systems and processes that comprise the Council's governance arrangements can provide
- A brief description of the key elements of the governance framework
- A brief description of the process that has been applied in maintaining and reviewing the effectiveness of the governance framework including reference to the roles of various Members/Officers in this process
- An outline of the actions taken, or proposed, to deal with significant governance issues, including an agreed action plan.

A draft of the Statement is included at Appendix A and an update of the Local Code of Corporate Governance is included at Appendix B for member's consideration.

Decision:

To agree:

1. the Annual Governance Statement for 2012/13, as detailed in Appendix A, for signing by the Leader of the Council and the Chief Executive; and
2. the updated Local Code of Corporate Governance as detailed in Appendix B.

Purpose of Decision:

To evidence that the Council has conducted a review of the effectiveness of its system of internal control for 2012/13, ensure that the Annual Governance Statement for 2012/13 is correct and in order for the Leader of the Council and the Chief Executive to sign.

Corporate Implications	
Financial:	None
Legal:	Meets requirement to undertake an annual review of the Council's Governance arrangements
Equalities/Diversity	Various aspects of the Annual Governance Statement are directly relevant to diversity and social inclusion. Examples include arrangements to consult with and encourage the participation of all sections of the community, communications with stakeholders and the requirement for services to be provided in accordance with equality policies.
Customer Impact:	Review provides assurance of the adequacy of the Council's governance arrangements and identifies actions to be taken in the coming year to further improve the arrangements
Environment and Climate Change:	None
Consultation/Community Engagement:	None
Risks:	The Council is legally required to 'conduct a review at least once in a year of the effectiveness of its system of internal control'.
Officer Contact:	Trevor Wilson
Designation:	Head of Finance
Ext. No.	2801
E-mail:	Trevor.wilson@braintree.gov.uk

Braintree District Council**Annual Governance Statement 2012/13****1. Scope of Responsibility**

- 1.1 Braintree District Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and 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.
- 1.2 In discharging these overall responsibilities, Braintree District Council is responsible for putting in place proper arrangements for the governance of its affairs, and facilitating the effective exercise of its functions, including arrangements for the management of risk.
- 1.3 Braintree District Council approved and adopted a local code of corporate governance in January 2009, which is consistent with the principles of the CIPFA/SOLACE Framework *Delivering Good Governance in Local Government*. How the Council delivers against the Code is detailed in Appendix B: Braintree District Council Code of Corporate Governance.
- 1.4 This statement explains how Braintree District Council delivers good governance and reviews the effectiveness of these arrangements. It also meets the requirements of regulation 4 of the Accounts and Audit Regulations 2011 in relation to the publication of an Annual Governance statement.

2. Purpose of the Governance Framework

- 2.1 The governance framework comprises the systems and processes, and culture and values, by which the Council is directed and controlled, and by which it accounts to, engages with and leads the community. It includes arrangements to monitor the achievement of its strategic objectives and to consider whether this has led to the delivery of appropriate, cost-effective services.
- 2.2 The system of internal control is a significant part of the framework and is designed to manage risk to a reasonable level. It can not 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 ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.
- 2.3 The governance framework has been in place at Braintree District Council for the year ended 31st March 2013 and up to the date of the approval of this Statement and the Statement of Accounts.

3. Determining the Councils purpose, its vision for the local area and intended outcomes for the Community

- 3.1 The Council aims to deliver high quality services that provide value for money and which are aligned to the needs and priorities of the local community.
- 3.2 The Corporate Strategy for 2012 to 2016 that sets out the vision and priorities for the Braintree District was agreed by Full Council on 15th February 2012. The Strategy is based on public opinion about what is important in the district, issues which Members know to be of importance, data and research into key issues which affect the quality of life and issues of national importance which need to be implemented at a local level.
- 3.3 The priorities reflect the vision for the District Council which focus on five key themes:
- **Place** - Ensuring that our district is a good place to live, work and play
 - **People** - Looking after the people and communities in our district
 - **Prosperity** - Ensuring that our economy grows sustainably
 - **Performance** - Providing excellent, cost effective and valued services for our customers
 - **Partnerships** - Delivering better outcomes by working with others
- 3.4 An Annual Plan details the agreed projects and initiatives to deliver each of the priorities of the Corporate Strategy in the forthcoming year, as well as details of how we plan to measure progress against these objectives.
- 3.5 There are Business Plans for each service area, these include clear identification of objectives and targets, reflect Corporate Strategy priorities and include the identification of risks to meeting the objectives. They are updated annually and incorporate the financial plans for the year ahead for the service areas.
- 3.6 The Council has a range of performance indicators used to measure progress against its key priorities in the Corporate Strategy. Targets are contained in the Annual Plan and Business Plans. Progress of projects and performance against targets has been reported quarterly during 2012/13 to the Cabinet and the Governance Committee.
- 3.7 A Business Improvement Team seeks to encourage and support improvements in project management, business processes and delivery of major projects and to improve performance management arrangements.
- 3.8 The Council has shown that its performance has improved consistently through target setting and made improvements to service delivery.
- 3.9 The Data Quality Policy, agreed by the Audit Committee in April 2010, sets out the Council's approach to data quality in relation to non-financial performance data to ensure that high standards are clearly set, achieved and maintained.

- 3.10 The Council has a Medium Term Financial Strategy, Workforce Plan, Asset Management Plan and Capital Programme, these identify how resources are aligned to priorities. The budget process incorporates consideration of the allocation of resources for the Corporate Strategy priorities. The Medium Term Financial Strategy allows annual strategic review in the context of performance against Corporate Strategy priorities, and sets targets of efficiency improvement, enabling resources to be recycled. Quarterly monitoring reports for the revenue budget and the Capital Programme have been submitted to Management Board, the Cabinet and the Governance Committee.
- 3.11 Priorities for service improvement have been identified and there have been a range of reviews which have identified significant efficiencies for the next financial year(s). The Council has a number of corporate processes, programmes and projects designed to improve efficiency including the Procurement Strategy, the Channel Strategy and the Workforce Development Action Plan
- 3.12 The Council operates a complaints procedure and uses this to identify areas of where service quality is not satisfactory and to take action to improve.

4. Members and Officers working together to achieve a common purpose with clearly defined functions and roles
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- 4.1 The Council aims to ensure that the roles and responsibilities for governance are defined and allocated so that accountability for decisions made and actions taken are clear. It does this by having a Leader of the Council and Cabinet. The Leader appoints the members to serve on the Cabinet and allocates the portfolio responsibilities. In addition, the Council appoints a number of committees to discharge the Council's regulatory and scrutiny responsibilities. These leadership roles, and the delegated responsibilities of officers, are set out in the Constitution. The Constitution is reviewed periodically with interim updates as and when appropriate.
- 4.2 The Constitution also includes a Member/Officer protocol which describes and regulates the way in which Members and Officers should interact to work effectively together.
- 4.3 All Committees have clear terms of reference that set out their roles and responsibilities and work programmes.
- 4.4 From June 2012, the Audit Committee was replaced by a Governance Committee, which is independent of the Cabinet and Scrutiny functions, acts as the responsible body charged with governance on behalf of the Council. In doing so it provides independent assurance on: the adequacy of the risk management framework and the associated control environment; scrutiny of the council's financial and non-financial performance to the extent that it affects the council's exposure to risk and weakens the control environment; the financial reporting process and approves the Statement of Accounts.
- 4.5 The Overview and Scrutiny Committee monitors the decisions of the Cabinet.
- 4.6 Members of the Management Board and the Cabinet, the Joint Executive Team, meet regularly during the year. Regular meetings are also held

between the Cabinet Portfolio Member and the relevant Director and/or Head of Service(s) to discuss service delivery performance, progress against Business Plan objectives and targets.

- 4.7 The Council's Chief Executive (Head of Paid Service) leads the Council's officers and chairs the Management Board.
- 4.8 All staff, including senior management, have clear conditions of employment and job profiles which set out their roles and responsibilities.
- 4.9 The Corporate Director, as s151 Officer appointed under the Local Government Act 1972, carries overall responsibility for the financial administration of the Council. The Corporate Director's role is in accord with the CIPFA Statement on the role of the Chief Financial Officer. A central finance function provides support to all departments and determines the budget preparation and financial monitoring processes.
- 4.10 The Monitoring Officer (Head of Governance) carries overall responsibility for legal compliance and her/his staff work closely with departments to advise on requirements. The Monitoring Officer is responsible for keeping the Constitution under review and reporting any proposed changes to Council. The Articles and Council Procedure Rules were reviewed during 2011/12 and the revisions were approved by Council on 16th April 2012.

5. Promoting our Values and Upholding High Standards of Conduct and Behaviour
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- 5.1 The Council supports a culture of behaviour based on its statement of Core Values. This guides both how the long-term vision is put into effect and how members and officers behave in their day-to-day work.
- 5.2 Member and officer behaviours are governed by Codes of Conduct which include a requirement for declarations of interest to be completed by all Members. Members of staff who work in sensitive areas are required to complete declarations of interest and all staff are required to complete a conflict of interest form, as and when appropriate.
- 5.3 The Council, on 11th June 2012, adopted a new Code of Conduct for elected and co-opted members. Amendments to the Code, required to reflect the release of Regulations, were agreed on 8th October 2012.
- 5.4 The establishment of a Standards Sub Committee reporting direct to the Governance Committee was agreed by Council on 11th June 2012.
- 5.5 The Monitoring Officer is the appointed Proper Officer to receive complaints for failure of a member to comply with the Code of Conduct. The Monitoring Officer has delegated power, after consultation with the Independent Person, to determine whether a complaint merits formal investigation and to arrange such investigation. Where an investigation finds evidence of a failure to comply with the Code of Conduct and a resolution either cannot be agreed or it is not appropriate to be agreed by the Monitoring Officer the Monitoring Officer will report the investigation findings to the Standards Sub Committee.

- 5.6 The Council takes fraud, corruption and maladministration very seriously and has adopted a Counter Fraud Strategy which aims to prevent or deal with such occurrences and incorporates the following policies:

- a) Fraud, Corruption and Dishonesty Policy,
- b) Whistleblowing Policy,
- c) Anti-Money Laundering Policy
- d) Information Security Policy
- e) HR policies regarding the disciplining of staff involved in such incidents

These policies are reviewed periodically and details of a) to c) above are provided on the Council's website and d) and e) are available to staff and members on the Council's intranet.

- 5.7 A complaints procedure is in place for the Council to receive and investigate any complaint made against it or a member of staff. A revised process for dealing with complaints was agreed in October 2012.
- 5.8 The Council's Housing Benefit Service is fully compliant with the Housing Benefits Verification Framework.
- 5.9 Annual Corporate Quality and Compliance reviews are undertaken of all services by an internal team of quality assurance auditors.

6. Taking informed and Transparent Decisions and Managing Risk

- 6.1 The Council's Constitution sets out how the Council operates and the process for policy and decision-making.
- 6.2 Full Council sets the policy and budget framework. Within this framework, the Cabinet makes all key decisions. Cabinet meetings are open to the public (except where items are exempt under Part 1 of Schedule 12(A) of the Local Government Act 1972) and meetings are webcast. The Leader's Forward Plan of key decisions to be taken and committee agenda items for decision over the next four months is published regularly on the Council's website.
- 6.3 All decisions made by Cabinet are made on the basis of written reports, including assessments of legal, financial, customer impact, equalities and diversity, environmental and climate change implications and consideration of the risks involved and how these will be managed.
- 6.4 The decision-making process is scrutinised by the Overview and Scrutiny Committee which has the power to call-in decisions made. There were special Overview and Scrutiny Committee meetings held in November and then January for Members (in public) to scrutinise the proposed budget for 2013/14. This process will be repeated again this year. The Overview and Scrutiny Committee also undertakes some policy development work, by means of Task and Finish Groups.
- 6.5 Other decisions are made by Cabinet Portfolio holders and officers under delegated powers. Authority to make day-to-day operational decisions is detailed in the Responsibility for Functions in the Constitution.

- 6.6 The Council maintains an Internal Audit Section, which operates to the standards set out in the 'Code of Practice for Internal Audit in Local Government in the UK'.
- 6.7 Policies and procedures governing the Council's operations include Financial Regulations, Procurement Rules and a Risk Management Policy. Ensuring compliance with these policies is the responsibility of the Directors, Heads of Service and their managers across the Council. The Internal Audit Section checks that policies are complied with. Where incidents of non-compliance are identified, appropriate action is agreed and implemented.
- 6.8 The Council's Risk Management Policy requires that consideration of risk is embedded in all key management processes. These include policy and decision-making, service delivery planning, project and change management, revenue and capital budget management and partnership working. Strategic risks are reviewed a minimum of twice per annum and are detailed in the Corporate Risk Register. A Risk Register of operational risks is maintained by the Audit, Insurance and Risk Manager which is reviewed annually with Heads of Service as part of the business planning process in February/March.
- 6.9 The Governance Committee oversees the effectiveness of risk management arrangements and provides assurance to the Council in this respect.
- 6.10 The Council has an Information Security policy. The Governance Committee receives details of compliance in the Audit, Insurance and Risk Manager's annual report.
- 6.11 Financial Management processes and procedures are contained in the Council's Financial Regulations and include:
- Comprehensive budgeting systems on a medium-term basis
 - Clearly defined revenue and capital expenditure guidelines
 - Regular reviews and reporting of financial performance against budgets for revenue expenditure
 - Scheme of Delegation defining financial management responsibilities
 - Regular capital monitoring reports which compare actual expenditure to budgets
 - Key financial risks are highlighted in the budgetary process and are monitored through the year, departmentally and corporately
 - Robust core financial systems
 - Operational procedures in place for business critical financial systems, and these are also checked on a regular basis by the Internal Audit Section
- 6.12 Financial monitoring reports are submitted monthly to service managers and quarterly to Management Board, Cabinet and the Governance Committee.
- 6.13 Performance against a suite of key financial indicators is reported to each meeting of the Governance Committee.
- 6.14 An activity report of the Overview and Scrutiny Committee is presented annually to Full Council.

- 6.15 Details of Council spending with suppliers, value in excess of £500, are published monthly on the Council's website. A register of the Council's contracts is being compiled and an initial version is available on the Council's website.
- 6.16 Details of senior managers' remuneration and Member's allowances and expenses are published in the Council's Statement of Accounts. A Pay Policy Statement for 2012/13 was agreed by Council in April 2012.

7. Effective Management – Capacity and Capability of Members and Officers

- 7.1 The Council aims to ensure that Members and managers of the Council have the skills, knowledge and capacity they need to discharge their responsibilities and recognises the value of well trained and competent people in effective service delivery. All new Members and staff undertake an induction programme to familiarise them with protocols, procedures, values and aims of the Council. New members elected during the 4-year term of an administration are given 1-2-1 induction training and specialised training as appropriate.
- 7.2 In recognition of the Council's work undertaken and its commitment to the development of elected members in their roles as effective council members it was awarded, in July 2011, the East of England Charter for elected Member Development from the East of England Local Government Association. Confirmation that the Council continues to meet the standard was confirmed in February 2013 following an interim review. Reassessment is due in July 2014.
- 7.3 Political groups have a primary role in encouraging new talent and representatives of all sections of the community to stand for election as Members of the Council.
- 7.4 The Council has developed its own scheme of key management competencies. The achievement and maintenance of these managerial standards is a key component of the Council's overall management arrangements.
- 7.5 Annual Performance Reviews of all staff ensure performance is managed and development needs for each member of staff are identified and met. For the Chief Executive and Corporate Directors, performance appraisals are carried out by a panel of Members which include the Leader and/or appropriate Cabinet members and the Chairman of the Overview and Scrutiny Committee. For senior managers the review also includes a talent management plan identifying: career aspirations; roles they may be successors for; when they may be ready for these roles; and support and development needed and planned.
- 7.6 The Council continues to work to the principles of the Investors in People standard although it no longer seeks the formal accreditation.

8. Engaging with Local People and Other Stakeholders to ensure robust accountability

- 8.1 The Council's planning and decision-making processes are designed to include consultation with stakeholders and the submission of views by local people.
- 8.2 The Council has a People's Panel with participants providing feedback on a number of subjects by means of surveys and/or focus group meetings. Regular customer satisfaction surveys are undertaken using various methods to track data and trends.
- 8.3 The Council's newsletter 'Contact' communicates the Council's vision and priorities and was published five times in 2012/13 – once in hardcopy to all households and four times electronically to those residents requesting this media format.
- 8.4 The Council has signed a Local Compact for joint working with the voluntary and community sectors in the district.
- 8.5 The Council has a Parish Partnership Agreement (Our Parish Charter).
- 8.6 The Council works extensively in partnership. The Local Strategic Partnership shaped the Community Strategy which in turn provided a driver of the Council's own Corporate Strategy.
- 8.7 Members are informed of significant issues or events planned or proposed for their ward. In addition, Members receive a weekly Councillor Update by email.

9. Review of Effectiveness of the Governance Framework

- 9.1 Braintree District Council annually reviews the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by managers within the Council who have responsibility for the development and maintenance of the governance environment, the work of the internal auditors and by comments made by the external auditors and other inspection agencies.
- 9.2 Both in-year and year-end review processes have taken place. In-year review mechanisms include:
- The Cabinet is responsible for considering overall financial and performance management and receives comprehensive reports on a quarterly basis. Budgetary reports provide details of income and expenditure against profile together with a prediction of the financial position at the year-end.
 - Report by the Corporate Director (Section 151 Officer) on the robustness of the budget and the adequacy of balances.
 - The Overview & Scrutiny Committee reviewed the Medium Term Financial Strategy and Budget Proposals for 2013/14, Community Safety Partnership, reviewed progress with recommendations made regarding transport and access to health services and managed Task

and Finish groups investigating the Council's land and property investment policies, Affordable Housing, arrangements with the Citizens Advice Bureau and Braintree District Voluntary Services Association and local highway liaison.

- Key Performance Indicators are monitored by the Cabinet on a quarterly basis.
- The Council engages with stakeholders in a number of ways including:
 - a People's Panel with participants providing feedback on a number of subjects by means of surveys and focus groups
 - consultation with residents and business representatives to determine whether priorities identified by the Council and its partners are still relevant
 - consultation with residents on proposals for the new local council tax support scheme
 - consultation on the initial budget proposals with business representatives at a Business Council meeting
 - Surveys of service users
- The hearing sub-committee of the Standards Committee met on one occasion in July 2012 to determine a case under the old Code of Conduct. There were no complaints against members under the new Code of Conduct that required action by the Monitoring Officer.
- The Governance Committee provided independent assurance to the Council in relation to the effectiveness of the risk management framework and internal control environment. The Committee met four times during the year receiving regular reports on risk management, internal control and governance matters.
- The Governance Committee completed a self assessment checklist (issued by CIPFA) on 20th March 2013. The outcome was that it was applying the majority of the good practices identified for an effective audit committee but also identified some areas where training was required.
- The project governance arrangements for the new leisure management contract and the provision of the new leisure facility in Witham are supported by a member Leisure Project Board advising the Cabinet Member responsible for Leisure.
- Internal Audit, as an independent and objective assurance service to the management of the Council, completed a programme of reviews throughout the year to provide an opinion on the internal control, risk management and governance arrangements.
- Corporate Quality and Compliance reviews were undertaken of all services. Action plans from the reviews were agreed with the Service Unit Manager and Head of Service. A summary report identifying issues found across a number of services is to be reported to Management Board.
- The external auditors review the Council's arrangements for:
 - Preparing accounts in compliance with statutory and other relevant requirements
 - Ensuring the proper conduct of financial affairs and monitoring their adequacy and effectiveness in practice
 - Managing performance to secure economy, efficiency and effectiveness in the use of resources

- A very positive Annual Audit and Inspection Letter was received from the External Auditor with no significant issues to be raised with Members, key stakeholders or members of the public.
- Management Board and Members of Cabinet reviewed strategic risks in July 2012 and April 2013. The Governance Committee received details of Management Board's action plans to manage those strategic risks which have high risk ratings.

9.3 The year-end review of the governance arrangements and the control environment included:

- Obtaining signed assurances from Senior Managers, who report to a member of the Management Board, that key elements of the control framework were in place during the year in their areas of responsibility.
- The opinion of the Internal Audit Manager in her annual report to the Governance Committee.

10. Significant Governance Issues

10.1 There are no significant internal control issues to be reported for the year. However, there are a number of areas of continuous improvement or development planned that will provide a more robust process of assurance for 2013/14:

10.2 The improvements/developments identified are:

- Continuation of the review of the Constitution
- Deliver the agreed programme of service reviews
- Address all issues highlighted from the Corporate Quality and Compliance reviews in 2012/13
- Procurement Strategy and Procurement Procedure Rules to be updated
- Marketing and Communications Strategy to be updated

11. Certification

11.1 The Governance Committee reviewed the governance framework detailed in this statement at their meeting on 26th June 2013. To the best of our knowledge, the governance arrangements, as defined above, have been effectively operating during the year. We are aware of the steps that are being and will be taken to address the above significant governance issues and are satisfied that these are appropriate. We will monitor their implementation during the course of 2013/14.

Graham Butland
Leader of the Council
Date:

Nicola Beach
Chief Executive
Date:

BRAINTREE DISTRICT COUNCIL
CODE OF CORPORATE GOVERNANCE

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BRAINTREE DISTRICT COUNCIL

CODE OF CORPORATE GOVERNANCE

INTRODUCTION

“Governance is about how local government bodies ensure that they are doing the right things, in the right way for everyone, in a timely, inclusive, open, honest and accountable manner.

It comprises the systems and processes, and cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and where appropriate, lead their communities”

Delivering Good Governance in Local Authorities (CIPFA/SOLACE 2007)

The CIPFA/SOLACE guidance “Delivering Good Governance in Local Authorities” identified six Core Principles against which local authorities should review their existing corporate governance arrangements and develop and maintain adopt a local code of governance. These principles are;

- *Focussing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area*
- *Members and officers working together to achieve a common purpose with clearly defined functions and roles*
- *Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour*
- *Taking informed and transparent decisions which are subject to effective scrutiny and managing risk*
- *Developing the capacity and capability of members and officers to be effective*

- *Engaging with local people and other stakeholders to ensure robust public accountability*

The Code of Governance has been prepared in accordance with the Guidance and will be reviewed by the Governance Committee at Braintree District Council on an annual basis.

Additionally authorities are required to prepare and publish an annual governance statement in accordance with this framework under Part 2 Regulation 4 of the Accounts and Audit (England) Regulations 2011.

The Annual Governance Statement is a key corporate document. The Chief Executive and the Leader of the Council have joint responsibility as signatories for its accuracy and completeness.

BRAINTREE DISTRICT COUNCIL: CODE OF CORPORATE GOVERNANCE

Core Principle 1 - Focussing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area

Our aims in relation to focussing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area are to;

- 1.1 Exercise strategic leadership by developing and clearly communicating the authority's purpose, vision and its intended outcome for citizens and service users
- 1.2 Ensure users receive a high quality service whether directly, or in partnership, or by commissioning
- 1.3 Ensure that the authority makes best use of resources and that tax payers and service users receive excellent value for money

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
1.1.1 Develop and promote the Council's purpose and vision	Corporate Strategy 2012-2016 Annual Plan 2012/13 Business/Service Plans Performance System links to objectives Policy Framework Council Website – www.braintree.gov.uk	Annual Plan 2013/14 Marketing and Communications Strategy update
1.1.2 Review on a regular basis the Council's vision for the local area and its impact on the authority's governance arrangements	Corporate Strategy 2012-2016 Annual Corporate Action Plan Annual refresh of Medium Term Financial Strategy Local Code of Corporate Governance Annual Governance Statement	Annual Plan 2013/14 Medium-Term Financial Strategy 2014/15 to 2017/18
1.1.3 Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties	Constitution Partnership Framework and toolkit	
1.1.4 Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance	Annual Report Statement of Accounts Council Website – www.braintree.gov.uk	

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
1.2.1 Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available	Annual Performance Plan Performance Management Framework People's Panel Residents Surveys Annual budget consultation Annual Audit Letter Mosaic customer research tool	
1.2.2 Put in place effective arrangements to identify and deal with failure in service	Performance reporting and performance indicators Data Quality Policy	

delivery	Corporate Complaints Procedure Internal Audit service Annual corporate quality and compliance review of all services Corporate Management Board	
1.3.1 Decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions	Performance reporting and performance indicators Procurement Strategy 2008 to 2012 Partnership Framework and toolkit Annual Audit Letter	Review and update Procurement Strategy and Procurement Procedure Rules Ensuring the centralised Contracts Register is complete and updated regularly

Core Principle 2 - Members and officers working together to achieve a common purpose with clearly defined functions and roles

Our aims in relation to Members and officers working together to achieve a common purpose with clearly defined functions and roles are to;

- 2.1 Ensure effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function
 2.2 Ensure that a constructive working relationship exists between authority members and officers and the responsibilities of members and officers and carried out to a high standard
 2.3 Ensure relationships between the authority, its partners and the public are clear so that each knows what to expect of the other

In order to achieve our aims we have/will:	Source documents	Further work ongoing
2.1.1 Set out a clear statement of the respective roles and responsibilities of the executive and of the executive's members individually and the authority's approach towards putting this into practice	Constitution (Cabinet terms of reference) Record of decisions and supporting materials Member/Officer Protocol Developing Democracy Cabinet Sub-Group	Review of the Constitution
2.1.2 Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and of senior officers	Constitution (Statutory Officer positions, Terms of Reference for Committees, Member roles) Protocols on planning, the representational role of Members, Chairmen, officer/members) Scheme of delegation Conditions of employment Council Website – www.braintree.gov.uk	
2.2.1 Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority taking account of relevant legislation and ensure that it is monitored and updated when required	Constitution (Scheme of delegation) Statutory provisions	Review of the Constitution

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
2.2.2 Make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management	Chief Executive designated Head of paid Service New Chief Executive appointed from 1 st January 2013 (previous Chief Executive retired on 31 st December 2012) Constitution (Head of Paid Service responsibilities) Conditions of employment Scheme of delegation Statutory provisions	

	Job descriptions Performance management system Signs Annual Governance Statement	
2.2.3 Develop protocols to ensure that the leader and chief executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained	Constitution Member/Officer Protocol Chief Executive and Leader meet weekly	
2.2.4 Make a senior officer (usually the section 151 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control	Corporate Director has been nominated as the Council's Chief Financial Officer. Constitution (Statutory Officers) Job description Report template requires consideration is given to financial implications of proposed recommendations Corporate Director role is in accord with the CIPFA Statement on the role of the Chief Financial Officer	
2.2.5 Make a senior officer (other than the responsible financial officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes, regulations are complied with (usually the monitoring officer)	Head of Governance has been nominated as the Council's Monitoring Officer (MO) – during a period when the post was vacant in 2012 the role was filled on an interim basis by the Local Governance Manager Constitution (Statutory Officers) Report template ensures consultation is undertaken in relation to legal implications	Appointment to the current vacant post – Head of Governance
In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
2.3.1 Develop protocols to ensure effective communication between members and officers in their respective roles	Member / Officer protocol Planning Protocol Outside Bodies advice given to Members New Member Code of Conduct agreed (meeting requirements of Localism Act 2011) Officer Code of Conduct	
2.3.2 Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process including an effective remuneration panel (if applicable)	Pay and conditions policies and practices Independent Remuneration Panel Terms of Reference and Report Verification of members allowances Joint Staff Consultative Committee Pay Policy for 2012/13 agreed	
2.3.3 Ensure that effective mechanisms exist to monitor service delivery	Quarterly monitoring reports Performance Reporting and performance indicators Complaints Procedure Service Plans Corporate Management Board Overview and Scrutiny Committee	
2.3.4 Ensure that the organisation's vision, strategic plans, priorities and targets	Corporate Strategy 2012 to 2016 Medium Term Financial Strategy Asset Management Strategy	Annual Plan 2013/14 Marketing and Communications Strategy

are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated	Performance Reporting and Performance Indicators Consultation Annual performance plan Council Website – www.braintree.gov.uk Channel Strategy	update
2.3.5 When working in partnership ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority	Constitution (Standing Orders) Individual Partnership agreements Service Level Arrangements Procurement Strategy Advice given to members in relation to outside bodies Members appointed to represent the Council on outside organisations provide a report to Council on an annual basis.	Review and update Procurement Strategy
In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
2.3.6 When working in partnership: - ensure that there is clarity about the legal status of the partnership - ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.	Constitution Individual Partnership agreements Service Level Arrangements Procurement Strategy Advice given to members in relation to outside bodies Members appointed to represent the Council on outside organisations provide a report to Council on an annual basis.	Review and update Procurement Strategy

Core Principle 3 - Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour		
<p>Our aims in relation to promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour are to;</p> <p>3.1 Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance</p> <p>3.2 Ensuring that organisational values are put into practice and are effective</p>		
In order to achieve our aims we have/will;	Source documents/Processes	Further work ongoing
3.1.1 Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect	<p>Constitution (Standing Orders)</p> <p>Staff Survey</p> <p>Performance Reviews</p> <p>Governance Committee has an overall view of conduct issues with a Standards Sub Committee established and appointments made, which is called as and when required.</p> <p>New Member Code of Conduct</p> <p>Independent Persons appointed</p> <p>Officer Code of Conduct</p> <p>Member/Officer Protocol</p> <p>Whistle blowing Policy</p> <p>Anti Fraud and Corruption Policy</p> <p>Freedom of Information policy and publication scheme</p> <p>Monitoring Officer undertakes initial consideration of complaint</p> <p>Protocol on Council's own planning applications</p> <p>Planning Protocol</p> <p>Officer Register of gifts and hospitality</p> <p>Member Register of Interests</p> <p>Regular Manager Briefings led by member of Management Board</p>	

In order to achieve our aims we have/will;	Source documents/Processes	Further work ongoing
3.1.2 Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols	<p>Members / officers code of conduct</p> <p>Performance management system</p> <p>Staff performance review scheme</p> <p>Complaints procedures</p> <p>Anti Fraud and Corruption policy</p> <p>Member / officer protocols</p> <p>Whistle blowing Policy</p> <p>Information and Communication Technology (ICT) Security Policy</p> <p>Annual internal audit report</p>	Behaviours workshops for staff arranged for 2013/14
3.1.3 Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts	<p>Standing orders</p> <p>Planning protocol</p> <p>Member/Officer Codes of conduct</p> <p>Financial Regulations</p> <p>Contract Procedure Rules</p>	Review and update Procurement Procedure Rules

of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice	Anti Fraud and Corruption Whistle blowing Register of Interests (officers and members) Member and Officer induction and training	
3.2.1 Develop and maintain shared values including leadership values both for the organisation and staff reflecting public expectations and communicate these with members, staff, the community and partners	Codes of Conduct Statement of Core Values Regular Manager Briefings led by member of Management Board People Strategy and Workforce Development Plan	
3.2.2 Put in place arrangements to ensure that procedures and operations are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice	Codes of Conduct Contract Procedure Rules Anti Fraud and Corruption Whistle blowing ICT Security Policy Annual internal audit report	Review and update Procurement Procedure Rules

In order to achieve our aims we have/will;	Source documents/Processes	Further work ongoing
3.2.3 Develop and maintain an effective standards committee (as amended by Localism Act 2011)	Governance Committee has an overall view of conduct issues with a Standards Sub Committee established and appointments made, which is called as and when required. New Member Code of Conduct Monitoring Officer undertakes initial consideration of complaint Independent Persons appointed The number of independent/parish members exceeds statutory minimum Local Assessment Framework is being implemented Regular reporting to the authority	
3.2.4 Use the organisations shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority	Decision making practices Corporate Plan Member/Officer Codes of conduct Regular meetings between Cabinet Portfolio holders and relevant Senior Manager(s)	
3.2.5 In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively	Partnership framework and toolkit Individual Partnership agreements	

Core Principle 4 – Taking informed and transparent decisions which are subject to effective scrutiny and managing risk		
Our aims in relation to taking informed and transparent decisions which are subject to effective scrutiny and managing risk are to;		
4.1 Being rigorous and transparent about how decisions are taken and listening and acting on the outcomes of constructive scrutiny 4.2 Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs 4.3 Ensuring that an effective risk management system is in place 4.4 Using their legal powers to the full benefit of the citizens and communities in their area		
In order to achieve our aims we have/will	Source documents/Processes	Further work ongoing
4.1.1 Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the organisation's performance overall and of any organisation for which it is responsible	Scrutiny is supported by robust evidence and data analysis Governance Committee Agenda and minutes Work programme Training on effective budget scrutiny Successful outcomes of reviews Annual Audit Letter Internal control environment	
4.1.2 Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based	Record of decisions and supporting materials Report template Internal control environment	
4.1.3 Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice	Members Code of Conduct Officers Code of Conduct Officer/Member Register of Interests Declaration of Interests Code of Conduct Guidance to members/officers issued Planning Protocol	
4.1.4 Develop and maintain an effective audit committee (or equivalent) which is independent or make other appropriate arrangements for the discharge of the functions of such a committee	Governance Committee – Terms of Reference Governance Committee – training for members to meet identified needs Committee – agenda and minutes	

In order to achieve our aims we have/will;	Source documents/Processes	Further work ongoing
4.1.5 Put in place effective transparent and accessible arrangements for dealing with complaints	Complaints procedure (process revised in October 2012) Whistleblowing policy	
4.2.1 Ensure that those making decisions whether for the authority or partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications	Report template Members' induction scheme Training for committee chairman	

4.2.2 Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately	Report template requires that consultation is undertaken with Monitoring Officer (MO)/ S151 before report considered by Members Record of decision making and supporting materials	
4.3.1 Ensure that risk management is embedded into the culture of the organisation , with members and managers at all levels recognising that risk management is part of their job	Risk Management Strategy Cabinet Member with accountability for Risk Management Financial standards and regulations Corporate / service planning Reviewed regularly by Governance Committee Strategic and Operational Risk Registers	
4.3.2 Ensure that arrangements are in place for whistle blowing to which staff and all those contracting with the authority have access	Whistle blowing policy (on website) Register of whistle blowing reports and actions taken Information for contractors Leaflets for staff	
4.4.1 Actively recognise the limits of lawful activity placed on them by, for example the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities	Constitution Monitoring officer provisions Statutory provision Report templates Internal control environment	

In order to achieve our aims we have/will;	Source documents/Processes	Further work ongoing
4.4.2 Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law	Monitoring Officer provisions Section 151 Officer provisions Planning protocol Training for Committee chairman Availability of professional legal advice Internal control environment External inspection reports	
4.4.3 Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice into their procedures and decision making processes	Standing Orders Report template Constitution Statutory provision Procedure Rules Format for quasi judicial committees Monitoring Officer provisions Section 151 Officer provisions Planning protocol Internal control environment	

Core Principle 5 - Developing the capacity and capability of members and officers to be effective		
Our aims in relation to developing the capacity and capability of members and officers to be effective are; 5.1 Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles 5.2 Developing the capability of people with governance responsibilities and evaluating their performance as an individual and as a group 5.3 Encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal		
In order to achieve our aims we have/ will	Source documents/Processes	Further work ongoing
5.1.1 Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis	Member Training and development Member and staff Induction programme Staff Performance Review Workforce Development Action Plan	
5.1.2 Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the organisation	Performance Review Training Induction Managers handbook Employee policies Monitoring Officer and Section 151 Officer provisions	
5.2.1 Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively	Performance Review Personal Development Plans Talent Management framework for senior managers Developing Democracy Cabinet Sub-Group Workforce Development Action Plan East of England Charter for elected Member Development received from the East of England Local Government Association.	
5.2.2 Develop skills on a continuing basis to improve performance including the ability to scrutinise and challenge and to recognise when outside expert advice is needed	Performance Review Personal Development Plans Talent Management framework for senior managers Member Training and Development Group (Developing Democracy Cabinet Sub-Group) Workforce Development Action Plan	

In order to achieve our aims we have/ will	Source documents/Processes	Further work ongoing
5.2.3 Ensure that effective arrangements are in place for reviewing the performance of the authority as a whole and of individual members and agreeing an action plan which might for example aim to address any training or development needs	Performance reporting and performance indicators Performance Review People Strategy Workforce Development Action Plan	

5.3.1 Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority	Partnership framework Local Compact with Voluntary Sector	
5.3.2 Ensure that career structures are in place for members and officers to encourage participation and development	Succession planning Talent Management for senior managers	Management Development programme for managers scheduled for 2013/14

Core principle 6 - Engaging with local people and other stakeholders to ensure robust public accountability

Our aims in relation to engaging with local people and other stakeholders to ensure robust public accountability are to;

6.1 Exercise leadership through a robust scrutiny function which engages effectively with local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships

6.2 Take an active and planned approach to dialogue with and accountability to the public ensure effective and appropriate service delivery whether directly, in partnership or by commissioning

6.3 Make best use of human resources by taking an active and planned approach to meet responsibility to staff

In order to achieve our aims we have/will	Source documents/Processes	Further work ongoing
6.1.1 Make clear to themselves, all staff and the community, to whom they are accountable and for what	Constitution People's Panel Targets and Performance monitoring Satisfaction Surveys Council Website – www.braintree.gov.uk	
6.1.2 Consider those institutional stakeholders to whom they are accountable and assess the effectiveness of the relationships and any changes required	Overview and Scrutiny Committee reviews examples in 2012/13 include Community Safety Partnership, progress with recommendations made regarding transport and access to health services and managed Task and Finish groups investigating the Council's land and property investment policies, Affordable Housing, arrangements with the Citizens Advice Bureau and Braintree District Voluntary Services Association and local highway liaison Stakeholder identification Statutory provisions Stakeholder surveys	
6.1.3 Produce an annual report on scrutiny function activity	Annual report produced	

In order to achieve our aims we have/will:	Source documents/Processes	Further work ongoing
6.2.1 Ensure that clear channels of communication are in place with all sections of the community and other stakeholders including monitoring arrangements to ensure that they operate effectively	Council Website – www.braintree.gov.uk Contact publication – communicates the Council's vision and priorities and was published five times in 2012/13 Town Centre Strategy Groups Braintree District Local Strategic Partnership	
6.2.2 Hold meetings in public unless there are good reasons for confidentiality	Public Question Time Constitution Access to information rules	

In order to achieve our aims we have/will	Source documents/Processes	Further work ongoing
6.2.3 Ensure arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands	Corporate Strategy 2012-2016 Business Plans Budget and Priorities Consultation Customer surveys Equality Impact Assessments Customer Service Excellence	Marketing and Communications Strategy update
6.2.4 Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users including a feedback mechanism for those consultees to demonstrate what has changed as a result	Partnership framework Budget and Priorities Consultation	
6.2.5 On an annual basis, publish a performance plan giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period	Annual report Annual financial statements Annual business plan Annual plan	
6.2.6 Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so	Constitution Customer Service Excellence Freedom of Information Act/Publication Scheme Officer Code of Conduct Member Code of Conduct Training undertaken Whistle blowing Policy Anti Fraud and Corruption Policy ICT Security Policy	
6.3.1 Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making	Joint Staff Consultative Committee Management of Change process	

Amendment to Scale Fees 2013/2014		Agenda No: 11
Portfolio Area: Corporate Priority – We deliver excellent, cost effective and valued services Report presented by: BDO – External Auditor Report prepared by: BDO – External Auditor		
Background Papers: BDO letter dated 25 th April 2013		Public Report: Yes
Options: N/a		Key Decision: No
Executive Summary: Following the Audit Commission completing its consultation process, it has published its final scale fees for 2013/2014 in relation to each audited body. The scale fees for Braintree DC are: <ul style="list-style-type: none"> • Code audit - £78,774 • Certification of claims and returns - £20,800 which is an increase of £1,245 Letter from BDO at Appendix 1 refers		
Decision: To note the scale fees for Braintree DC for 2013/2014.		
Purpose of Decision: To advise Members of the scale fees for Braintree DC for 2013/2014		

Corporate Implications	
Financial:	N/a
Legal:	N/a
Equalities/Diversity	N/a
Customer Impact:	N/a
Environment and Climate Change:	N/a
Consultation/Community Engagement:	N/a
Risks:	N/a
Officer Contact:	Lesley Day
Designation:	Audit, Insurance & Risk Manager
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Trevor Wilson
Head of Finance
Braintree District Council
Causeway House
Bocking End
Braintree
Essex
CM7 9HB

25 April 2013

Our ref: BDC/1026685/LJC/AL/ms

Dear Trevor

Braintree District Council - 2013/14 Fees

When we issued our 2013/14 Planning Letter to the Council in March it contained the Audit Commission's proposed scale fees as at that date and we notified you that these were expected to be finalised in April 2013.

The Audit Commission has now completed its consultation process and published its final scale fees for each audited body. There has been no change to the scale fee for the Code audit which remains at £78,774. However, the scale fee for certification of claims and returns has been increased from £19,555 to £20,800. We propose to set the indicative fee for certification of grants claims and returns at this revised scale level, without variation.

I would be grateful if you would confirm your agreement to this change in indicative fees for 2013/14.

If you have any queries please do not hesitate to contact me.

Yours sincerely

Lisa Clampin
Partner
For and on behalf of BDO LLP

CC Cllr M Lager, Chairman, Governance Committee

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Forward Look – Twelve months to June 2014		Agenda No: 12
Corporate Priority: We deliver excellent, cost effective and valued services Report presented by: Trevor Wilson, Head of Finance Report prepared by: Trevor Wilson, Head of Finance		
Background Papers: None		Public Report
Options: N/a		Key Decision: No
Executive Summary: To present to Governance Committee the report schedule for the year with a brief summary of each report so that Members can see the routine audit and accounts business that will come before the Committee in each cycle together with the annual cycle of governance reports. There will be ad-hoc reports added, either at the request of members, the external auditor or from officers, during the year.		
Decision: Members are asked to note the report schedule for the next twelve month period.		
Purpose of Decision: To agree the work and reports which will be undertaken and presented to the Governance Committee over the coming 12 months.		

Corporate Implications	
Financial:	None
Legal:	None
Equalities/Diversity	None
Customer Impact:	None
Environment and Climate Change:	None
Consultation/Community Engagement:	None
Risks:	None
Officer Contact:	Trevor Wilson
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Report Schedule

Date	Report	Summary
18th September 2013	Receipt of the Statement of Accounts for 2012/13 together with the External Auditor's Annual Governance Report	To consider and approve the Statement of Accounts for 2012/13, which will have been subject to external audit. The draft Statement of Accounts is due to be certified by Corporate Director, by 30 th June 2013. The external auditor's report provides a summary of the work the external auditor has carried out during their audit of accounts, the conclusions they have reached and the recommendations they have made to discharge their statutory audit responsibilities to those charged with governance (in this case the Audit Committee) at the time they are considering the financial statements. In preparing their report, the Code of Audit Practice requires them to comply with the requirements of International Standards on Auditing (United Kingdom & Ireland) – ISA (UK&I) - 260 'Communication of Audit Matters to Those Charged With Governance'.
	Quarterly Performance Report	To provide a copy for information of the Cabinet Report with the forecast position on revenue spending and the capital programme.
	Internal Audit Activity report	To present details of the completed audit assignments.
	Review of Treasury Management Strategy 2013/14	To present a mid-year report on delivery and performance of the Treasury Strategy for 2013/14.
	Financial Indicators report	To present details of key financial indicators for the year to 31 st August 2013.
	Public Sector Internal Audit Standards	To receive a report on the adoption of this and any implications
15th January 2014	Annual Audit Letter 2012/13	To present the Audit Commission's Annual Audit Letter covering the Council's financial audit. The Committee receives the report on behalf of the Council and may make observations to Cabinet who can decide to take action to make improvements based on the external auditor's assessment.
	External Audit Plan 2013/14	To receive external auditors proposed Audit Plan and fees for 2013/14
	Grant Claim Certification for year ended 31 st March 2013	To receive external auditors report
	Draft Treasury Management Strategy 2014/15	To present the draft Treasury Management Strategy for 2014/15. The Audit Committee to review and make observations on the draft to the Cabinet, which will then present the Strategy to Full Council for approval in February 2014.

	Internal Audit Activity report	To present details of the completed audit assignments.
	Financial Indicators report	To present details of key financial indicators for the year to 31 st December 2013.
	Quarterly Performance Report	To provide a copy for information of the Cabinet Report with the forecast position on revenue spending and the capital programme.
	Risk Management – Strategic Risks Report	To provide a copy for information of the Cabinet Report on the Council's Strategic Risk Register which details significant business risks being monitored and managed by Management Board in line with the Council's Risk Management Strategy.
	Review of Standards Regime and Code of Conduct for Members	
26th March 2014	Strategic Audit Plan 2014/18	To present the Strategic Internal Audit Plan for the four year period.
	Internal Audit Activity report	To present details of the completed audit assignments.
	Governance Committee Annual Report	To consider the Committee's Annual report for 2013/14
	Governance Committee self-assessment	For members to undertake an evaluation of the Committee's effectiveness.
	Financial Indicators report	To present details of key financial indicators for the year to 28 th February 2013.
	Quarterly Performance Report	To provide a copy for information of the Cabinet Report with the forecast position on revenue spending and the capital programme.
June 2014	Annual Governance Statement 2013/14	To present for approval the Annual Governance Statement for incorporation in the Statement of Accounts. Regulation 4 of the Accounts and Audit Regulations 2003 requires "The relevant body shall be responsible for ensuring that the financial management of the body is adequate and effective and that the body has a sound system of internal control which facilitates the effective exercise of that body's functions and which includes arrangements for the management of risk".
	Internal Audit Annual Report	To present the Annual Report on Internal Audit for 2013/14
	Financial Indicators report	To present details of key financial indicators for the year to 31 st May 2014.
	Risk Management – Strategic and Operational Risks Report	To provide a copy for information of the Cabinet Report on the Council's Strategic Risk Register which details significant

		business risks being monitored and managed by Management Board in line with the Council's Risk Management Strategy together with details of the annual review of the Council's Operational Risks.
	Quarterly Performance Report	To provide a copy for information of the Cabinet Report with the forecast position on revenue spending and the capital programme.