

Annual Governance Statement 2021/22

Scope of responsibility

Runnymede Borough Council (“the Council”) has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which it works, having regard to a combination of economy, efficiency and effectiveness. This includes a responsibility to ensure that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for.

In discharging this duty, the Council must put in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

The Council has formally adopted a code of corporate governance which is consistent with the seven principles of the CIPFA/SOLACE framework *Delivering Good Governance in Local Government 2016* and the Annual Governance Statement explains how the Council has complied with its code.

Production of the Statement also meets the requirements of Regulation 6 of the Accounts and Audit Regulations 2015 to review its system of internal control and to publicly report on the outcome of that review. In line with the CIPFA/SOLACE framework, the Statement should be “an open and honest self-assessment” which:

- describes key elements of the Council’s governance arrangements, covering key corporate systems and the range of activities for which the Council is responsible;
- describes processes applied in reviewing their effectiveness; and
- lists actions to deal with significant governance issues identified.

The purpose of the Governance Framework

The governance framework comprises:

- the systems, policies, processes, culture and values by which the Council is directed and controlled; and
- the Council’s activities through which it accounts to, engages with and leads the community.

The framework enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to:

- identify and prioritise the risks to the achievement of Runnymede Borough 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 those risks efficiently, effectively and economically.

The governance framework outlined in this document has been in place at Runnymede Borough Council for the year ended 31 March 2022 and up to the date of approval of the Statement of Accounts.

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Response to the external environment

While the governance framework sets out the internal processes that the Council follows in order to deliver outcomes, it must also be responsive to the changing external environment. For example, the effects of the coronavirus pandemic continued throughout the year with the Council developing policies, processes and governance arrangements to ensure support reached those in need, that grants were correctly administered and that appropriate measures were put in place to contain the spread of the virus. The Council continues to put additional measures in place to respond to other external stimuli, such as.

- increased cyber security threat,
- changing regulatory regime, (including capital finance and investment guidance),
- economic factors including the rising cost of living,
- local impact of the events in Ukraine.

Examples of the impact of these external events on the Council’s governance framework are included in this Annual Governance Statement and demonstrate a constantly evolving, responsive approach to risk, adapting and strengthening governance arrangements where appropriate.

Review of the Governance Framework

This annual review of the Council’s governance framework ensures its continuing effectiveness in supporting the seven CIPFA/SOLACE¹ principles of delivering good governance.

Key elements of the governance framework in place at Runnymede Borough Council are shown against each of the seven principles in the following table. Processes undertaken to review effectiveness and examples of improvements to the system are also shown.

Principle A – Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law		
<p>✓ The Council has adopted a Constitution which sets out how the Council operates and how decisions are made. The Constitution details the roles and functions of its various Committees and of its key statutory officers; namely</p>		
Chief Executive	Head of Paid Service	Section 4, Local Government and Housing Act 1989
Corporate Head of Law and Governance	Monitoring Officer	Section 5, Local Government and Housing Act 1989
Assistant Chief Executive	Chief Finance Officer	Section 151, Local Government Act 1972 and Section 114, Local Government Finance Act 1988
<p>✓ The statutory officers each have specific responsibilities to ensure reports to Members for decision comply with Financial Regulations, Standing Orders and are lawful.</p>		
<p>✓ A Member and Officer Code of Conduct form part of the Constitution</p>		
<p>✓ The Member Code of Conduct is based upon The Seven Principles of Public Life (also known as the Nolan Principles) which promote Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership for everyone who works in public service.</p>		

¹ CIPFA Chartered Institute of Public Finance and Accountancy / SOLACE The Society of Local Government Chief Executives and Senior Managers

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- ✓ The Constitution also includes specific codes of conduct for Planning and Licensing Committees as well as protocols for Member/Officer relations and use of information technology (IT).
- ✓ The Council operates to a set of Corporate Values which underpin individual and collective behaviour and are reflected in discussion, communication and the decision-making process: Customer-focused, Passionate, Performance driven, Innovative, Promoting equality and diversity and Delivering excellent value for money
- ✓ The [Standards and Audit Committee](#) continues to have oversight of governance issues including ethical standards and code of conduct.
- ✓ Following the publication of a series of best practice recommendations from the independent Committee on Standards in Public Life, the Council have introduced reporting of complaints and compliments about Councillors to the Standards and Audit Committee. In the municipal year 2021/22, two complaints were received, one of which was resolved, and one was closed due to no further information being received from the person/s making the complaint.
- ✓ Standards and Audit Committee have received a number of follow up reports on the recommendations made by the Committee on Standards in Public Life, some resulting in changes being made to the Council's processes, as above, and some being for information purposes such as informing Members of the Government's response to the recommendations, in order to provide context for the Council's own response.
- ✓ The Council also has a [Customer Complaints Policy](#) which recognises the importance of providing an excellent service to every member of our community. A core part of this is an open, responsive approach to feedback and complaints, the central monitoring of which is a key governance role. Complaints (and compliments) are analysed quarterly and a report on these and any lessons learnt is considered by the Standards and Audit Committee.
- ✓ Members are required to declare any personal interest in items coming before Committees and as part of the governance regime, all Members are required to declare if they held any executive positions with organisations that carry out business with the Council. Members and Officers are required to disclose any [gifts or hospitality](#) received in the course of their duties, where the value exceeds £50.

Principle B – Ensuring openness and comprehensive stakeholder engagement

- ✓ The Council is committed to making information available to the public as part of its normal business activities. Details about how to [access and request](#) information under the Freedom of Information Act 2000, can be found on the Council's website along with the Council's FOI [Publication Scheme](#). The Council also publishes [information](#) in line with the Local Government Transparency Code 2015.
- ✓ The Council publishes its Contracts Register on a Quarterly basis of all live contracts with total contract value above £5,000 in accordance with the Transparency Code
- ✓ The Council's Annual Governance Statement is published online as part of its [Statement of Accounts](#). Information notifying local electors about their rights to access this information, and the periods in which they can raise issues with the Council's external auditors, is also published on the Council's website.
- ✓ All Council meetings are open to the public except where personal or confidential matters are to be discussed. All [agendas](#) are published on the Council's website and are available by contacting the Council should electronic access not be possible. A full record of decisions taken is also published.
- ✓ The Council engages with local businesses via [Business Runnymede](#), a partnership between the business community, education providers, police and the Council. In February, a breakfast briefing was held which included consultation on the Council's

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developing Corporate Business Plan and on its budget proposals for 2022/23.

- ✓ The Council publishes a magazine called Runnymede Talks which is delivered to every home in the Borough at least once per year. The Council also has a strong presence on Facebook, LinkedIn, Twitter and Nextdoor. These and other channels of communication are used to explain the work of the authority and promote decisions made by Members. They are also used to encourage residents and other stakeholders to engage through meetings, consultations and other methods.
- ✓ A list of open [consultations and surveys](#) is published online.
- ✓ In March 2022, the Council was successful in securing £90,020 of funding from the DLUHC² PropTech Engagement Fund; designed to support the widespread adoption of digital citizen engagement tools and services.

Principle C – Defining outcomes in terms of sustainable economic, social and environmental benefits.

- ✓ Review of the Runnymede 2030 Local Plan commenced in January 2021. The Council has prepared a [Sustainability Appraisal/Strategic Environmental Assessment Scoping Report](#) to support the review. The purpose of the SA/SEA is to consider the likely economic, social and environmental effects of implementing a plan or programme and any reasonable alternatives. This is the first stage of the process setting out the sustainability/environmental baseline and highlighting any current issues which the Local Plan should seek to address.
- ✓ In February 2022, the Council published its updated [Strategic Land Availability Assessment 2021](#) as part of its suite of evidence-based documents to support the Local Plan review, which includes a 5-year housing land supply statement.
- ✓ The Council is developing a new Corporate Business Plan which will be considered by Members in the new municipal year. The draft plan contains 5 themes: Empowering Communities, Health and Well Being, Economic Development, Climate Change and Organisational Development. The [draft Economic and Development Strategy](#) and the [draft Climate Change Strategy](#) have been subject to extensive officer and Member consultation during 2021/22.
- ✓ In March 2022, in response to a Notice of Motion, the Council expressed its support for the Declaration adopted on 28 February 2022 by the Bureau of the Congress of Local and Regional Authorities of the Council of Europe on the situation in Ukraine.
- ✓ Reports to Members for decision-making are assessed for any financial and legal implications and for any impact on equality and diversity. The Council has also introduced a mandatory requirement to consider any environmental, sustainability and bio-diversity implications of any proposed actions.
- ✓ The Council has continued its regeneration activities during 2021/22, with the expected completion of the Magna Square development in May 2022 as part of long-term place-shaping and revitalisation initiatives. This development is expected to be delivered on time and within budget despite the effects of the coronavirus pandemic. The regeneration of the Borough is expected to deliver sustainable economic, social and environmental benefits to the area.
- ✓ Three Council-owned companies support the activities of the Council, allowing it to deliver long-term sustainable goals. The accounts of the Companies are consolidated into the Council's own Statement of Accounts.
 - RBC Investments (Surrey) Limited - manages properties in the private sector rental market

² Department for Levelling Up, Housing and Communities

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- RBC Services (Addlestone One) Limited – administers service charges for commercial and residential properties within the Council’s developments
- RBC Heat Company Limited - provides heating and hot water as a commercial undertaking to all the dwellings on the Addlestone ONE development and those commercial tenants who choose to buy the service
- ✓ The Council’s Medium-Term Financial Strategy seeks to deliver a sustainable budget to enable the Council to continue to deliver services into the future.
- ✓ Social Value is considered for all procurement activity and included in evaluation criteria where appropriate

Principle D – Determining the interventions necessary to optimise the achievement of the intended outcomes.

- ✓ The Council sets overall strategy and policy, and has in place a well-defined organisational structure, with clearly understood lines of responsibility and delegation of authority to help ensure that strategies and policies are effectively implemented and adhered to. The system of internal control is based on a framework contained within the [Constitution](#) which sets out how decisions are taken and the processes and controls required in managing risk.
- ✓ The Constitution is reviewed each year. This process includes consultation with staff and Councillors, a report to the Corporate Management Committee on proposed changes, and the approval of the revised Constitution by the Full Council. Changes are made through the year as appropriate.
- ✓ As outlined under Principle B, the Council uses a number of methods of engagement with its stakeholders in order to determine when and how interventions are necessary.
- ✓ Option appraisal is undertaken for major schemes to ensure alternatives proposals and methods of delivery are considered. Reports to Members include discussion of alternatives considered.
- ✓ The Council has a range of key performance indicators which are [monitored by Members](#) alongside regular reporting on the progress of key projects.
- ✓ The Medium-Term Financial Strategy sets the context for the annual budget setting, ensuring resources are matched to priorities. Realistic estimates are drawn up, taking account of the whole life costing of capital projects, and ensuring a sustainable funding strategy is developed alongside [other key strategies](#) such as the Treasury Management Strategy, Annual Investment Strategy, Minimum Revenue Provision Statement and Capital Strategy. This provides a core framework to underpin the delivery of the Council’s intended outcomes.
- ✓ Service reviews are regularly carried out to ensure capacity and resources are aligned to priorities; most recent examples have been in Legal Services and Financial Services, to respond to a challenging recruitment market and changing service requirements, in order to ensure that the right resources are available to support front-line services. The Human Resources team has also been reviewed to improve resilience and strengthen support for the delivery of the new Organisational Development Strategy.
- ✓ A major review of the Council’s Commercial Service was completed during 2021/22, resulting in a complete overhaul of the structure supporting the Council’s property income streams, its regeneration plans and management of its property assets, under the newly formed Assets and Regeneration Service.
- ✓ A Corporate Risk Register is maintained to keep abreast of existing and emerging risks.
- ✓ The Council’s companies comply with registration requirements of Companies House, have Articles of Association, bespoke shareholder agreements and business plans, and

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have duly appointed directors and non-executive directors.

- ✓ The Council's internal audit service has a risk-based rolling programme of work to ensure audit coverage across the organisation. Management agree responses to the recommendations and the audit team follow up to ensure the recommendations are implemented in a timely manner. Regular reporting on progress is made to the Standards and Audit Committee.
- ✓ The Council also responds to recommendations from external bodies such as the Regulator for Social Housing, in making plans to improve the quality of its housing stock, for example.
- ✓ As set out in Principle B, the Council has a range of methods to undertake consultation and engagement with stakeholders. The emerging Empowering Communities Strategy, which will form part of the Corporate Business Plan, sets out a framework for consultation with our residents through the Citizens Panel.

Principle E– Develop the entity's capacity, including the capability of its leadership and the individuals within it.

- ✓ As noted under Principle D, the Council regularly carries out service reviews to ensure it has the capacity to deliver outcomes.
- ✓ The Medium-Term Financial Strategy will be aligned with the new Corporate Business Plan so that appropriate levels of resources (financial and staffing) are allocated to programmes of work.
- ✓ The Council participates in a number of partnership arrangements which enable it to address capacity and resilience. These include:
 - In 2015/16 the Council set up an employee-led mutual with Spelthorne Borough Council called Applied Resilience. This has increased both Councils' capacity to respond to civil emergencies such as the recent Storm Eunice and to address business continuity and risk management. This arrangement continued in 2021/22 and is set to continue in 2022/23.
 - Community Services providing a range of community services in partnership with Surrey Heath Borough Council.
 - Safer Runnymede provides a CCTV service for other Councils as well as Thorpe Park (a large theme park) and various NHS establishments.
 - Most recently the Council has entered into a shared management arrangement for its Building Control Service, with a view to exploring a full shared service arrangement over the next year.
- ✓ 2021/22 saw the continuation of Member working groups, providing access for all Members to be involved in developing policy.
- ✓ Senior Leaders in the organisation have been participating in a Management Development Programme including modules on commercial awareness, change management, leading your managers, collaborative leadership, employment law and political awareness. The Human Resources team have recently developed a Talent Management Strategy.
- ✓ The Project Management Office has responsibility for embedding a project management approach across the organisation to support, monitor and report on the progress of projects within the Council's Project Portfolio. This includes the provision of a range of in-house training and support tools.
- ✓ Annual budgets are set aside for both corporate training and professional development. The Council commits to supporting the cost of membership of appropriate professional

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bodies for officers.

- ✓ As noted under Principle C, service reviews are carried out regularly to ensure the right resources are in place to deliver the aims of the Council; where necessary additional resources are put in place to support delivery. Recent examples are Human Resources, Legal, Procurement and Community Services.
- ✓ The Council is supported by bodies such as the Local Government Association who can provide advice and support where required, to Members and officers. Recently the Council has made a commitment to the LGA's [National Graduate Development Programme](#) to support new entrants to the local government sector and add capacity to the organisation.
- ✓ Senior Leadership Team, comprising the chief Executive, Assistant Chief Executive, Corporate Heads of Service, members of the Chief Executive's office and the Communications team, meet on a monthly basis to debate cross-service issues. The Corporate Leadership Team led by the Chief Executive and supported by the Monitoring officer, the Assistant Chief Executive and other officers when necessary, meets on a weekly basis. The officer structure in place at the end of 2021/22 is appended to this Statement.
- ✓ Member induction sessions are held for new Members after local elections.
- ✓ Weekly briefings are held with the Leader and Deputy Leader.

Principle F– Managing risks and performance through robust internal control and strong public financial management.

- ✓ The Council's system of internal financial control is based on a framework of regular management information, financial regulations, administrative procedures (including segregation of duties), management supervision, and a system of delegation and accountability. Managers within the Council undertake development and maintenance of the system. The system includes:
 - Comprehensive budgeting systems
 - Clearly defined capital expenditure guidelines
 - Named budget managers who hold devolved responsibility for delivering services within approved their budget
 - Setting and monitoring of key performance indicators
 - Regular financial monitoring reports comparing financial performance against forecasts
 - Project management and procurement training and templates
 - Financial regulations and contract standing orders as set out in the [Constitution](#)
- ✓ During 2021/22 the Council undertook a detailed self-assessment against CIPFA's new Financial Management Code and reported its findings to the [Standards and Audit Committee](#) in January 2022. The Committee will monitor the implementation of the recommendations from the review.
- ✓ The Standards and Audit Committee also monitor the implementation of recommendations made by the internal audit service, ensuring that management action is taken to address any identified weaknesses or potential improvements to the system of internal control.
- ✓ The [Overview and Scrutiny Select Committee](#) may review decisions made or actions taken relating to the discharge of any of the Council's functions. In exceptional cases it may "call in" the decision of another Committee for further consideration before it is

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implemented. The Committee makes reports and recommendations to the Full Council or the appropriate Committee and presents [an annual report](#) on its work programme to the Full Council. The main aim of the Overview and Scrutiny Select Committee is to act as a “critical friend” to the Council to promote better services, policies and decisions. No Member may be involved in scrutinising a decision in which they have been directly involved.

- ✓ The Council also has [Planning](#), [Licensing](#) and [Regulatory](#) Committees which discharge the regulatory functions in respect of planning applications and enforcement, and the regulation of taxis, private hire vehicles and other licenses including liquor and public entertainment.
- ✓ The senior leadership team regularly reviews the Council’s Corporate Risk Register to ensure action is taken to mitigate known risks and identify future threats. During the pandemic, there has been an increasing number of cyber-attacks reported nationally and this has led the Council to improve its cyber security and upskill officers in this area. Following a detailed gap analysis, a Cyber Treatment Plan was developed and in February 2022, the Council secured £125,000 of funding from the DLUHC’s Cyber Support Fund. An area of improvement that has been highlighted in the review of the Financial Management Code is to develop regular risk reporting to the Standards and Audit Committee and this will be followed up in the new municipal year.
- ✓ The Council has a Continuous Performance Management system in place including regular one-to-one conversations and performance reviews, promoting the following benefits;
 - Greater individual and, as a result, Council success
 - The clarification of roles and responsibilities
 - The ability to adapt to change and align with Council priorities
 - Enabling succession planning through regular personal and career development discussions
 - The identification of training and development needs

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

- ✓ The Council has a standard template for committee reports designed to capture relevant information for the reader, stakeholder or decision-maker in a fair, balanced and understandable way.
- ✓ All public reports are available on the Council’s website. Where reports are not able to be made public due to containing sensitive personal or commercial information for example, this is made clear on the relevant agenda.
- ✓ Members of the public have access to formal Committee and Council meetings and have rights to speak at public meetings as laid out in the Constitution.
- ✓ As outlined under Principle F, the Council regularly reports on its performance, through the monitoring of key performance indicators, project performance and financial monitoring reports in addition to receiving reports from its internal and external auditors.
- ✓ The Council produces an annual Statement of Accounts in line with statutory deadlines, accompanied by a review of its system of internal control (Annual Governance Statement)
- ✓ The Council also produces an Annual Report that provides a summary of its activity and achievements throughout the previous year.
- ✓ As part of the governance review, senior managers are asked to complete a declaration

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that acknowledges their role in upholding the internal control and assurance framework. This covers areas such as reviewing internal controls and implementing audit recommendations, deployment of resources, achievement of targets and production of service plans, risk management, familiarisation with Council procedures and decision-making. The declarations also provide an opportunity for Managers to request further guidance or training.

- ✓ The implementation of internal and external audit recommendations is monitored by the Standards and Audit Committee. Both the Head of Internal Audit and the External Auditor have unfettered access to the Committee and can meet in private with Members should the need arise.
- ✓ The Council supports both the CIPFA Statement on the Role of the Chief Financial Officer in Local Government and its Statement on the Role of the Head of Internal Audit.
- ✓ The Council reports its partnership arrangements in its Statement of Accounts and ensures robust mechanisms are in place for monitoring the delivery of partnership work, thorough contractual arrangements and Service Level Agreements.
- ✓ The Council has a Whistle-Blowing Policy included in its [anti-fraud and corruption policy](#)
- ✓ In September 2021, the Council expanded its anti-fraud arrangements with Reigate and Banstead Borough Council to cover all areas of fraud work including participation in the National Fraud Initiative data matching exercise. As part of this work, fraud awareness sessions were rolled out to teams where it is considered that risk of fraud is high, including Housing, Revenues and Benefits Teams. 495 cases were investigated and closed during 2021/22 with fraud or error detected in 52 cases (10.5%) resulting in financial savings to the public purse of £170,526.72
- ✓ The Council has continued to participate in monitoring of grant spend, particularly in relation to various support schemes for businesses and individuals to mitigate the impact of coronavirus and has anti-fraud processes in place in relation to these payments, in line with government guidance.

Conclusion

The review of effectiveness carried out as part of the production of the 2022/23 Annual Governance Statement supports the conclusion that there is a sound system of internal control and governance in place at Runnymede Borough Council. The Council adapts to external change, moderating its plans in line with emerging risks, and responds to recommendations of auditing bodies and other external regulators. Where weaknesses in controls are identified, the Council acts to strengthen those controls.

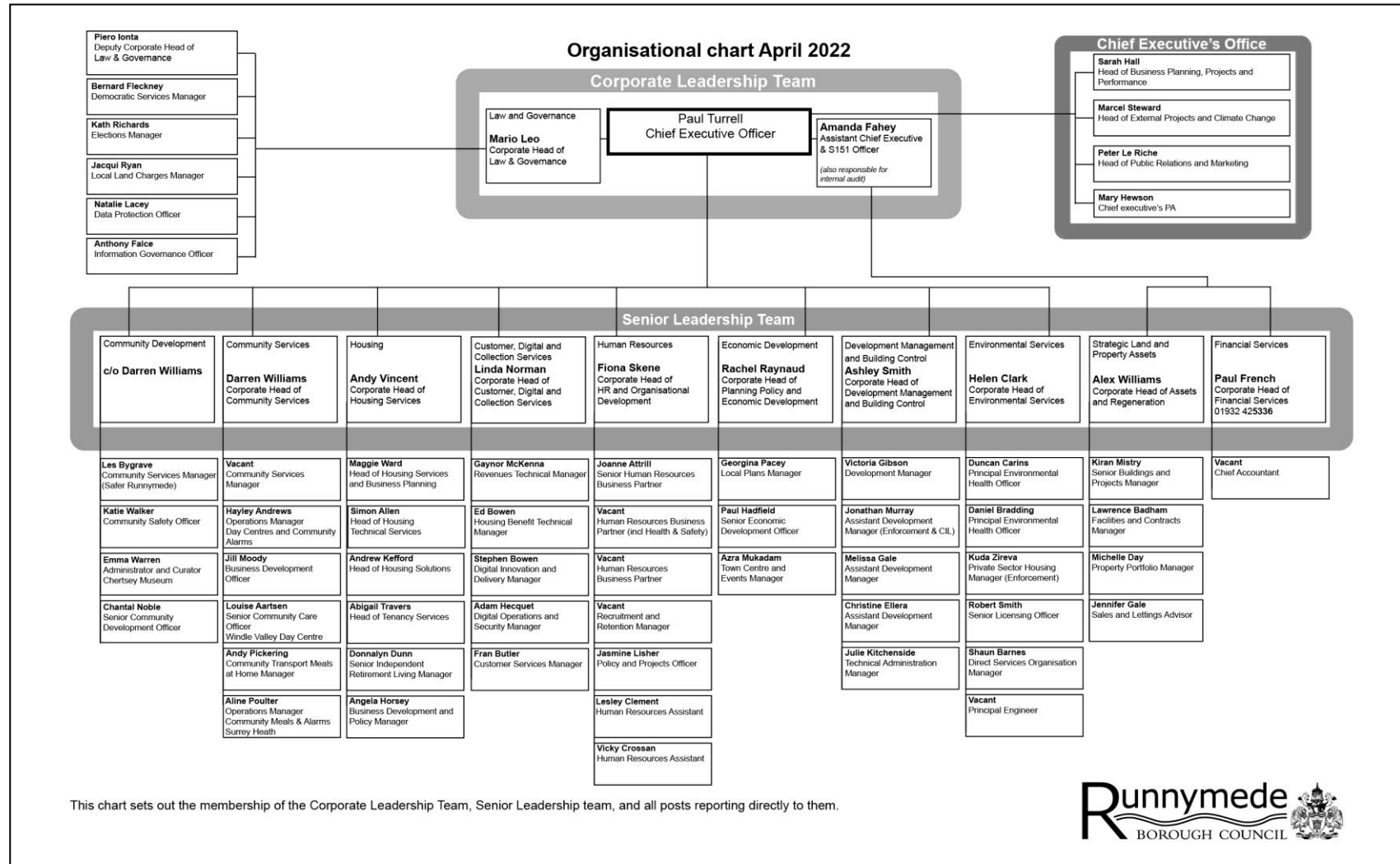
As part of this review, no significant weaknesses in the governance framework have been identified. However, some areas of improvement to further enhance the Council's governance arrangements are planned.

The action plan appended to this Statement includes an update on action taken in 2021/22, in areas identified for improvement in the previous year's Statement, alongside those issues identified during this review for action in 2022/23.

Councillor xxxxxxxxxxxx
Leader of the Council
26 May 2022

Mr. P Turrell
Chief Executive
26 May 2022

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Review of actions from 2020/21 Annual Governance Statement

Item	Issues raised in 2020/21	Action taken during 2021/22
1.	<p>Partnership working</p> <p>There is a growing pressure for the Council to deliver services and policy objectives in partnership with a wide range of organisations from the public, private and voluntary sectors.</p> <p>There is a risk that local authorities may enter into partnerships without due regard to controls, financial and operational risks, and robust governance procedures.</p>	<p>The Council has continued to develop its shared service strategy during 2021/22, building on its experience and learning from previous arrangements. Partnership working is entered into on the basis of sound governance arrangements, under a contractual basis or with agreed Service Level Agreements.</p> <p>The latest partnership working with Surrey Heath Borough Council for Building Control Services is being implemented in a staged process, commencing with shared management arrangements, in order to formulate a full business case for the future shared working arrangements, in a collaborative and measured way based on data and evidence. Further partnership arrangements are actively being pursued.</p> <p>Many Council services are delivered to improve the health and wellbeing of residents (both statutory functions and discretionary services) and the Council sits on the Partnership and Transformation Boards of the NW Surrey Health Alliance, as part of the integrated health and care agenda. This allows for local place shaping of community infrastructure, as well as the development of services and pathways to meet resident need. The Council are valued as a key partner within the prevention agenda.</p>
2.	<p>Business Continuity Planning</p> <p>A Business Continuity Plan is a series of arrangements to ensure that standards of service are maintained during a period of disruption. There are some gaps in the planning process which could be improved i.e. plans at a service level. The greatest risk is an incident that leaves all or a substantial part of the Civic Centre unusable for a period.</p>	<p>The Council was operating in business continuity mode for much of 2021 into 2022 given the impact of the coronavirus pandemic. As such, the strategic and service level business continuity plans were activated and tested throughout this period. Ahead of an external business continuity audit in 2021/2022, Applied Resilience completed an extensive review of service level business continuity plans with Corporate Heads of Service, using a reformatted business continuity plan. The review addressed gaps identified in 2020 and incorporated the relevant learning from the pandemic response into the updated plans. Key areas included contingencies for loss of staff and denial of access to the Civic Centre. The Strategic Business Continuity Policy and Plan were also reviewed to reflect advances in capacity to work from home, changes to recovery location requirements and other learning from the pandemic.</p> <p>Applied Resilience delivered two all-staff 'Introduction to Business Continuity' training sessions to improve awareness of business continuity risks and arrangements across the Council.</p>
3.	<p>Commercial property rents</p> <p>Due to the significant level of commercial property rents received by the Council, it is essential that processes are in place to ensure that rent reviews are</p>	<p>A new team of professional chartered surveyors is now in place, with the Borough divided into clear geographical centres between the team. Out-of-Borough investment properties are also divided between the team. The Property Management System, Concerto, stores all lease information and includes an 'estates action centre' to remind surveyors when rent reviews and other lease events are due. In</p>

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	actioned correctly and on a timely basis, thus reducing the risk of lost potential income to the Council.	addition, the surveyors maintain asset management plans for each of their investment properties, which informs asset management priorities for the year ahead.
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Areas of improvement for 2022/23

Item	Issues raised in 2021/22 for action in 2022/23	Responsible Officer
1.	<p>Risk Reporting</p> <p>As part of the Financial Management Code review, an area for improvement was identified around reporting risk matters to Standards and Audit Committee. This will be developed in consultation with the Chair of the Committee, to ensure proper oversight of risk management arrangements.</p>	Assistant Chief Executive
2.	<p>Emergency Committee</p> <p>Following the debriefing sessions which took place after Storm Eunice, it is proposed to put together an officer group that meets on a regular basis outside of emergency situations, to consider topics related to business continuity and emergency response, supported by Applied Resilience. This will strengthen arrangements and bring a greater element of co-ordination in readiness for emergency situations.</p>	Assistant Chief Executive/ Head of External Projects
3.	<p>Refresh Member Training Programme</p> <p>Given the changes to local government finances, the increasing complexity of the services provided by the Council, increased partnership working and new codes of practice, it would be prudent to refresh the Member training programme during 2022/23 for all Members, rather than just those newly inducted to the Council.</p>	Monitoring Officer
4.	<p>Refresh of the Local Code of Corporate Governance</p> <p>The review carried out as part of the Annual Governance Statement has highlighted a number of changes in the way services are provided. It would therefore be appropriate to refresh the Code of Corporate Governance to reflect these changes.</p>	Assistant Chief Executive/Monitoring Officer