

Public Document Pack

Date of meeting Monday, 4th November, 2024
Time 7.00 pm
Venue Astley Room - Castle
Contact Geoff Durham



**NEWCASTLE
UNDER LYME**
BOROUGH COUNCIL

Castle House
Barracks Road
Newcastle-under-Lyme
Staffordshire
ST5 1BL

Audit and Standards Committee

AGENDA

OPEN AGENDA

- 1 APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
To receive Declarations of Interest from Members on items included in the agenda
- 3 MINUTES OF PREVIOUS MEETING** (Pages 3 - 6)
To consider the minutes of the previous meeting(s)
- 4 CORPORATE RISK MANAGEMENT REPORT** (Pages 7 - 36)
- 5 INTERNAL AUDIT UPDATE 2024/25** (Pages 37 - 42)
- 6 TREASURY MANAGEMENT HALF YEARLY REPORT 2024/25** (Pages 43 - 54)
- 7 WORK PROGRAMME** (Pages 55 - 58)
- 8 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972

Members: Councillors P Waring (Chair), Burnett-Faulkner (Vice-Chair), Holland, Whieldon, Stubbs, Brockie and Lewis

Members of the Council: If you identify any personal training/development requirements from any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.

Meeting Quorums :- Where the total membership of a committee is 12 Members or less, the quorum will be 3 members....Where the total membership is more than 12 Members, the quorum will be one quarter of the total membership.

SUBSTITUTE MEMBER SCHEME (Section B5 – Rule 2 of Constitution)

The Constitution provides for the appointment of Substitute members to attend Committees. The named Substitutes for this meeting are listed below:

Substitute Members:	Panter	Lawley
	Parker	Northcott
	Gorton	Reece
	S Jones	

If you are unable to attend this meeting and wish to appoint a Substitute to attend on your place you need to identify a Substitute member from the list above who is able to attend on your behalf

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

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Agenda Item 3

Audit and Standards Committee - 30/09/24

AUDIT AND STANDARDS COMMITTEE

Monday, 30th September, 2024
Time of Commencement: 7.00 pm

[View the agenda here](#)

[Watch the meeting here](#)

Present:	Councillor Paul Waring (Chair)	
Councillors:	Holland Whieldon	Stubbs Lewis
Apologies:	Councillor(s) Burnett-Faulkner and Brockie	
Substitutes:	Mayor - Councillor Barry Panter Councillor Philip Reece (In place of Councillor Wendy Brockie)	
Officers:	Anthony Harold Craig Turner Georgina Evans-Stadward	Service Director - Legal & Governance / Monitoring Officer Finance Manager / Deputy S151 Officer Service Director - Strategy, People and Performance
Also in attendance:	Councillor Stephen Sweeney Richard Lee Robert Fenton	Deputy Leader of the Council and Portfolio Holder – Finance, Town Centres and Growth KPMG – Director KPMG – Senior Manager

1. **APOLOGIES**

Apologies were received as listed above.

2. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

3. **MINUTES OF PREVIOUS MEETING**

Resolved: That the minutes of the meeting held on 15th July 2024 be agreed as a true and accurate record.

4. **AUDITED STATEMENT OF ACCOUNTS 2023/24**

KPMG Director Richard Lee and Senior Manager Robert Fenton presented the report on the audited Statement of Accounts and Year End report for the year 2023-24.

The Chair invited questions from members.

Audit and Standards Committee - 30/09/24

Cllr Stubbs commended the efforts to make those reports understandable for non-experts. Cllr Whieldon suggested that the long list of glossary terms to refer to was making the reading difficult and could be more thorough. Cllr Stubbs added that there may be a better way to present the Collection Fund figures on page 81 of the agenda pack.

The Chair noted that a non-technical financial summary was provided from page 17 to 21 of the pack explaining the report and giving a good overview of the figures and what had been going on during the year. In the past such summary was not provided. An informal meeting could be arranged to go through the figures in more details however this had been tried in the past and did not generate much interest amongst members.

Cllr Stubbs welcomed the suggestion and the Finance Manager (Deputy Section 151 Officer) confirmed this could be actioned and that the Draft Statement of Accounts report to the Committee on 28th May 2024 provided a breakdown of the main parts of the accounts.

The Finance Manager (Deputy Section 151 Officer) also confirmed that whilst the accounts had been significantly decluttered in comparison to previous years, the majority of information provided was required by and presented in accordance with regulation.

Cllr Whieldon praised the auditors' work for including an executive summary and a glossary of terms.

The Chair thanked the auditors for their report.

- Resolved:**
1. That the final accounts for the financial year 2023/24 be received and delegated authority given to the Service Director for Finance and the Chair of the Audit and Standards Committee to sign off the Statement of Accounts once the audit has been completed.
 2. That the audit findings report for the financial year 2023/24 be received.

[Watch the debate here](#)

5. HEALTH AND SAFETY ANNUAL REPORT 2023/24

The Service Director for Strategy, People and Performance presented the Health and Safety Annual Report providing information and trends in relation to the health and safety service delivery for 2023-24.

The Chair enquired about the Bathpool park incident and line marking fluid. The service director clarified that there was a slight divot in the grass which could have been related to the weed killer contained in the fluid causing a trip hazard.

Cllr Stubbs asked if there was a pattern to be drawn out of the various incidents. The service director responded that there were quite different things, a lot of them having in common that they were located in the street scene.

- Resolved:** That the content of the report in Appendix 1 be noted.

[Watch the debate here](#)

6. CORPORATE RISK MANAGEMENT REPORT

The Service Director for Legal & Governance – Monitoring Officer presented the Corporate Risk Management Report on the current position in respect of risk management controls and identified corporate risks.

The Chair asked that an update on the risks identified be provided at the next meeting. The service director confirmed that the risks were being monitored to a satisfactory level and that an update would be shared with members.

- Resolved:**
1. That that there were currently 3 risks that were more than 6 months overdue for a review up to end of Q1 2024/25, be noted.
 2. That there had been no risk level increases, be noted.
 3. That there were no changes to the Corporate Risk Register, be noted.
 4. That officers be advised of any individual risk profiles that the Committee would like to scrutinise in more details at its next meeting.
 5. That whilst the likelihood of a risk materialising may be mitigated, the likely impacts may not change, be noted.

[Watch the debate here](#)

7. INTERNAL AUDIT UPDATE 2024/25

The Internal Auditor presented the update report on the position in terms of Internal Audit for the year 2024-25.

- Resolved:** That the progress against the 2024-25 Strategic Internal Audit Plan be noted.

[Watch the debate here](#)

8. WORK PROGRAMME

The Chair mentioned a training scheduled for July 2025 when the Statement of Accounts would be completed.

- Resolved:** That the work programme be noted.

[Watch the debate here](#)

9. URGENT BUSINESS

There was no urgent business.

**Councillor Paul Waring
Chair**

Meeting concluded at 7.37 pm

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**CORPORATE LEADERSHIP TEAM'S
REPORT TO THE
AUDIT & STANDARDS COMMITTEE**

04 November 2024

Report Title: Corporate Risk Management Report

Submitted by: Corporate Leadership Team

Portfolios: Finance, Town Centres and Growth

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
To update Members on the current position in respect of risk management controls and identified corporate risks.	
<u>Recommendation</u>	
That the Audit & Standards Committee:	
<ol style="list-style-type: none"> 1. Note that there are currently no risks that are more than 6 months overdue for a review up to end of Q2 2024/25. 2. Note that there have been 3 risk level increases. 3. Note new risk change to the Corporate Risk Register. 4. Advise officers of any individual risk profiles that the Committee would like to scrutinise in more details at its next meeting. 5. Note that whilst the likelihood of a risk materialising may be mitigated, the likely impacts may not change. 	
<u>Reasons</u>	
To comply with Audit and Risk Management Strategy requirements to report to committee: risk reviews that are more than 6 months overdue; the Corporate Risk Register; and any risks that have been increased in rating to a medium D or high E, or are new risks.	

1. Background

- 1.1 The Council's Risk Management Strategy (RMS) sets out how it identifies, records, manages and reports on risk. It uses the GRACE software (Governance Risk and Control Environment) to monitor and manage all of its risks by creating individual risk profiles which rank risk based on likely occurrence and impact, after applying relevant mitigation measures. The system allows for the creation and monitoring of mitigation action plans and the assignment of risk owners.
- 1.2 The system allows risks to be managed in this way at service and directorate level and, where warranted, corporately through the Corporate Leadership Team and this committee. The RMS describes how risks are escalated and reported through that hierarchy depending on the nature of the risk, and in light of any delays in reviewing risk profiles or applying mitigation measures.
- 1.3 The Council currently reviews its high (red) risks at least monthly and its medium (amber) risks at least quarterly. The RMS and good audit practice requires that amber and red risks are reported to this committee where escalation is required, along with any risk profiles that are overdue for review by 6 months or more. This set of measures was last reported to this Committee on 30 September 2024.
- 1.4 GRACE automatically prompts Risk Owners to review their risk profiles at the required intervals, and will escalate overdue reviews. The review process involves the Council's Risk Champion challenging Risk Owners in respect of the controls, further actions, ratings and emerging risks related to their risk profiles. They are also challenged on the reasons for inclusion or non-inclusion of risks and amendments made to profiles. The Risk Champion has a direct reporting line to the Monitoring Officer and into the Corporate Leadership Team.
- 1.5 Project specific risks are managed to a high level in project specific risk registers, and are reviewed in accordance with the RMS at least monthly. Any specific projects can, where required, also have their risks monitored, maintained and managed in the Project Board meetings, but remain subject to the escalation requirements in the RMS.

2. Issues

- 2.1 There are currently no risk reviews 6 months overdue, up to the end of Q2 2024/25.
- 2.2 During the last quarter (Q2), three risks rose in priority to a Medium D or High E.
- 2.3 The Corporate Risk Register has been reviewed, and there has been one new risk added in relation to Community Cohesion.

3. **Recommendation**

- 3.1 That Members note that there are currently no risks more than 6 months overdue for a review up to end of Q2 2024/25.
- 3.2 That Members note that there have been three risk level increases to either a Medium D or a High E.
- 3.3 That Members note the new risk in the Corporate Risk register. Appendix A shows the status as at 17 October 2024.
- 3.4 That Members advise officers of any individual risk profiles that the Committee would like to scrutinise in more details at its next meeting.
- 3.5 Note that whilst the likelihood of a risk materialising may be mitigated, the likely impacts may not change.

4. **Reasons**

- 4.1 To comply with Audit and Risk Management Strategy requirements to report to committee: risk reviews that are more than 6 months overdue; the Corporate Risk Register; and any risks that have been increased in rating to a medium D or high E, or are new risks.

5. **Options Considered**

- 5.1 N/A. Reporting is undertaken in accordance with the RMS.

6. **Legal and Statutory Implications**

- 6.1 It is considered that the RMS and the procedures it sets out, including the escalation of risks and reporting to this committee satisfies the requirements of the Accounts and Audit (England) Regulations 2015 which state that:

*“The relevant body **is** responsible for ensuring that it has a sound system of internal control which facilitates the effective exercise of its functions and the achievement of its aims and objectives; ensures that the financial and operational management of the authority is effective, and includes effective arrangements for the management of risk”.*

7. **Equality Impact Assessment**

- 7.1 There are no differential equality impact issues in relation to this report.

8. **Financial and Resource Implications**

8.1 There are no resource implications in respect of the management and reporting of risk, outside of usual establishment provision for the costs of delivering that service. Finance and resource implications arising from particular risks are identified and managed as part of the risk profile in question.

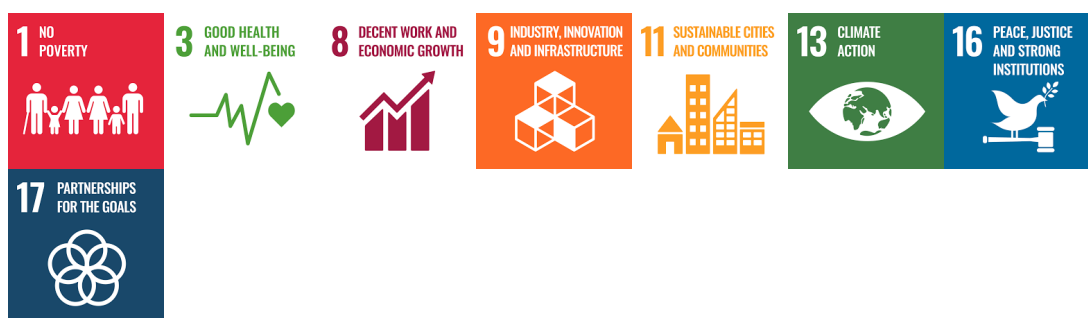
9. Major Risks & Mitigation

9.1 Limited resource to ensure timely compliance with the processes in the RMS leaves the council unable to appropriately identify and manage a potentially significant wide range of risks.

9.2 That could lead to a wide range of organisational governance and service or project delivery failures. Impacts could be profound in financial and health and wellbeing terms for the organisation, its employees and partners and the people and organisations it delivers services to. It could mean the Council may be unable to comply with the legal requirements set out above in respect of the management of risk.

10. UN Sustainable Development Goals (UNSDG)

10.1 Good risk management is a key part of the overall delivery of the Council's four corporate priorities of; Local Services that Work for Local People, Growing our People and Places, a Healthy, Active and Safe Borough, a Town Centre for all. Officers assess sustainability and climate change implications as part of their local services.



11. One Council

Please confirm that consideration has been given to the following programmes of work:

- One Commercial Council
- One Digital Council
- One Green Council

12. Key Decision Information

12.1 N/A

13. Earlier Cabinet/Committee Resolutions

13.1 Previous Minutes from Committee meeting held on 30 September 2024.

14. List of Appendices

14.1 Appendix A – Corporate Risk register @ 17 October 2024.

15. Background Papers

15.1 None.

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Corporate Risks

Risk Air Quality

Likelihood	H			G
	M			
	L			R/T
		L	M	H
	Impact			

Impact Measures

Risk Description Failure to comply with the Government Directive Timetable

Potential Consequences * Failure to deliver within prescribed timescale, failure to safeguard health, failure to identify alternatives to CAZ, failure to deliver to standard required.
 * Failure to comply with Directive Timetable and requirements may result in legal action by Government and Client Earth against the Council.
 * Failure by UK Government to satisfy ECJ may lead to fines being passed down to failing LA's under Localism Act.
 * Failure to deliver existing workload commitments and statutory duties.

Implication Damage to health / potential legal challenge and further action by Government including intervention in LA Air Quality function. Significant financial implications. Lack of Public Confidence. Reputational damage. Fines if passed down are likely to adversely impact council services. Failure to deliver existing workload commitments and statutory duties

Risk Owners Nesta Barker; Gordon Mole

Risk Rating High Red E **Last Review** 20/09/2024

Final Risk Rating Medium Amber C **Next Review** 19/12/2024

Target Risk Level Medium Amber C **Treatment** Tolerate

Path Corporate Risks/Newcastle Under Lyme

Objectives

- 1 - One Council delivering for Local People Corporate
- 3 - Healthy, Active and Safe communities Corporate

Key Controls Identified

- Air Quality project
- Specific risks highlighted in EH profile

Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
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Breach of health and safety

Likelihood	H			G
	M			
	L			R/T
		L	M	H
	Impact			

Impact Measures

Risk Description

Failure to comply with relevant health and safety legislation.

Potential Consequences

Death or harm to staff, contractors or members of the public. Third party intervention.

Implication

Reputation. Financial. Legal.

Risk Owners

Georgina Evans-Stadward

Risk Rating

High Red E

Last Review

16/08/2024

Final Risk Rating

Medium Amber C

Next Review

14/11/2024

Target Risk Level

Medium Amber C

Treatment

Treat

Path

Corporate Risks/Newcastle Under Lyme

Objectives

1 - One Council delivering for Local People	Corporate
2 - A successful and sustainable growing Borough	Corporate
3 - Healthy, Active and Safe communities	Corporate
4 - Town Centres for all	Corporate

Key Controls Identified

Home-working risk assessments
 Health & Safety Policy and Employees Handbook
 Target 100 corporate H&S system
 Internal training policies, EDR, annual training audit, training resources secured, relevant training provided.
 Health & Safety officer post on establishment.
 Inspection programme of premises.
 Incident Management Team
 Liaison with external bodies.
 Update seminars, professional membership, access to legislation and reference materials, support from legal services
 Facilities Management controls in place for regular maintenance and servicing.
 Corporate Health & Safety Committee including senior representation.
 Comprehensive refresher training programme completed
 Health and Safety sub-committees established and operational

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Competent Person requirement	This role needs to be identified and filled.	Planned	Georgina Evans-Stadward	30/08/2024	to clarify a competent person is in post however it is viewed sensible to have an additional competent person in case of absence
Review report on home-working risk assessments	Ask T100 to try to identify staff who have completed the home-working risk assessment and follow up with those who haven't	Planned	Gordon Mole Georgina Evans-Stadward	30/08/2024	

Risk

10

Likelihood

Community Cohesion

H			
M			
L			R/T/G
	L	M	H

Impact

Impact Measures

Risk Description Potential breakdown of community cohesion, leading to public disorder.

Potential Consequences Disorder and/or targeting of community groups, loss of sense of safety, damage to public spaces and buildings.

Implication
 Reputation: Loss of trust in public agencies including NULBC
 Political: Rise in extreme political views of any persuasion within the community
 Resources: Police as Cat 1 responder withdraws from other duties
 Financial: Cost implications of recovery

Risk Owners Georgina Evans-Stadward; Gordon Mole; Roger Tait

Risk Rating Medium Amber C **Last Review** 18/10/2024

Final Risk Rating Medium Amber C **Next Review** 16/01/2025

Target Risk Level Medium Amber C **Treatment** Tolerate

Path Corporate Risks/Newcastle Under Lyme

Objectives

- 3 - Healthy, Active and Safe communities Corporate
- 4 - Town Centres for all Corporate

Key Controls Identified

- Multi-Agency Response plan
- Partners and Partnership working

Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
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Risk Corporate Governance

Likelihood	H			
	M			G
	L			R/T
		L	M	H
	Impact			

Impact Measures

Risk Description Failure of Corporate Governance exposes the Council to financial, legal or reputational risk.

Potential Consequences Loss of organisational capacity

Implication
Financial implications
Legal challenges
Reputation damage
Government intervention

Risk Owners Anthony Harold

Risk Rating Medium Amber D

Last Review 16/08/2024

Final Risk Rating Medium Amber C

Next Review 14/11/2024

Target Risk Level Medium Amber C

Treatment Treat

Path Corporate Risks/Newcastle Under Lyme

Objectives

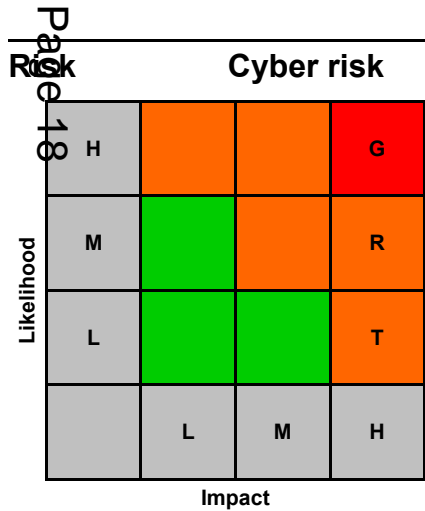
1 - One Council delivering for Local People	Corporate
2 - A successful and sustainable growing Borough	Corporate
3 - Healthy, Active and Safe communities	Corporate
4 - Town Centres for all	Corporate

Key Controls Identified

Audit & Standards Committee
Advice obtained from external bodies as and when required
Corporate Leadership Team
Internal Audit inspections
Monitoring Officer
Effective scrutiny arrangements
Scrutiny Protocol

Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Review of the Scrutiny Protocol To complete the review of the protocol for the council,	Planned	Anthony Harold	27/09/2024	



Impact Measures

Risk Description

The Council's infrastructure could be compromised by the introduction of malicious software. This could include a traditional destructive virus or another type of incursion such as information gathering software, ransomware, credential harvesting, etc. The threat from Cyber terrorism continues to increase on a global scale and by July 2017, two high profile, highly effective ransomware attacks had already taken place, crippling organisations in both the public and private sector. Everything from non-criminal system failures to criminal activities (be they first or third party) can impact on our ability to operate. •With the new GDPR legislation the risks associated with breaches, made worse by non-compliance to security standards and general best practice, have increased the need to understand our risk landscapes and mitigate them as appropriate.

Potential Consequences

•The impact of these events can have financial, operational, strategic, compliance, criminal, and reputation impacts.

Implication

This risk implies that the Council's network or infrastructure has been compromised and an unknown threat actor who has successfully introduced malicious software such as a virus or ransomware to our environment. It should also be considered that this introduction has or will disrupt services or otherwise compromise the Council's information systems over an undetermined period.

The malicious software could have been introduced in any number of ways, such as by a member of staff clicking on a link within an email, the opening of a malicious file or the failure of ICT or a service provider to sufficiently patch and update vulnerable systems. There is also the potential for an attack to make use of a zero-day exploit - something which takes advantage of a previously unknown vulnerability, for which there is no immediate fix or protection.

Risk Owners

Sam Clark; Gordon Mole

Risk Rating

High Red E

Last Review

16/08/2024

Final Risk Rating

Medium Amber D

Next Review

14/11/2024

Target Risk Level

Medium Amber C

Treatment

Treat

Path

Corporate Risks/Newcastle Under Lyme

Objectives

- 1 - One Council delivering for Local People Corporate
- 2 - A successful and sustainable growing Borough Corporate
- 3 - Healthy, Active and Safe communities Corporate
- 4 - Town Centres for all Corporate

Key Controls Identified

Staff awareness

Internet and email policies

Anti-Virus scanning at internet gateway

Anti-Virus software

Comprehensive Information Security policies

Blocking of Removable Media

Mandatory Information Security training for staff

Information Security Group

Penetration testing

Receive Gov Cert UK Warnings from NCSC

Use of Government CNS service

Anti-Ransomware software

Patch management

Use of Virtualised Environments

Attendance at West Midlands WARP (West Midlands Warning and Reports Procedures Group)

Location Sign-ins

Security Operations Centre

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Briefing to Cabinet	A briefing document highlighting the key cyber risks the council faces is being created. This will be presented to informal cabinet for review and decision.	Ongoing	Sam Clark	31/12/2024	16/08 - Briefing document to be completed and to include findings from the internal audit on cyber security governance.
Cyber Certifications	The key risks include; lack of cyber insurance, use of insecure personal devices, lack of necessary policies, use of outdated equipment etc. The council should consider the implementation of cyber security based frameworks and certifications, such as Cyber Essentials, NIST, ISO27001.	Ongoing	Sam Clark	27/12/2024	18/10 - Awaiting findings of cyber security governance audit from internal audit. 11/23 - Currently working to identify some suitable frameworks. Each have their own associated costs and certification processes. 04/24 - Work continuing on selection of relevant frameworks that will be incorporated in the migration to Azure to ensure alignment with security best practice.
IT Security Policy	An IT Security Policy will need to be written and receive the appropriate authorisation. This policy will cover all officers and members with clear protocols on maintaining the security of the Council systems and data.	Planned	Sam Clark	27/12/2024	18/10 - migrations underway to move to a new device platform.
Procure Cyber Insurance	The Council does not currently have a Cyber Insurance policy in place. This provides significant financial risk to the council in the event of a cyber incident. The key challenges faced by the council in procuring cyber insurance has been the financial cost of such policies, alongside the technical requirements of such policies. For example, most policies require the alignment to a cyber framework or for certain security controls to be in place.	Planned	Annette Bailey Sam Clark	31/12/2024	16/08 - to be picked up as part of the cyber security briefing to IC.

Risk Data Breach

Likelihood	H			G
	M			R
	L			T
		L	M	H
	Impact			

Impact Measures

Risk Description Non-compliance with the Data Protection Act and and General Data Protection Act

Potential Consequences Potential unlimited fines and damage to reputation. Death and safeguarding issues.

Implication Financial, Legal, Reputation, Criminal,

Risk Owners Sam Clark; Anthony Harold

Risk Rating High Red E **Last Review** 16/08/2024

Final Risk Rating Medium Amber D **Next Review** 14/11/2024

Target Risk Level Medium Amber C **Treatment** Tolerate

Path Corporate Risks/Newcastle Under Lyme

Objectives

1 - One Council delivering for Local People

Corporate

Key Controls Identified

Action plan produced
 Information Governance Group Formed
 Training available

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Review of GDPR policies	A wider review of GDPR policies required, including information security, data retention and disposal, FOI, SAR etc.	Planned	Sam Clark Julie Hallam Jackie Johnston	31/12/2024	

Failure of a Structure

H			
M			
L			R/T/G
	L	M	H

Impact

Impact Measures

Risk Description Risk of failure of Bathpool Reservoir and Nelson Reservoir or other major structures, due to environmental factors, and general wear and tear.

Potential Consequences Flooding of mainline rail; collapse of drains;

Implication Reputation. Financial. Legal

Risk Owners Andrew Bird; Simon McEneny; Gordon Mole

Risk Rating Medium Amber C **Last Review** 17/10/2024

Final Risk Rating Medium Amber C **Next Review** 15/01/2025

Target Risk Level Medium Amber C **Treatment** Tolerate

Path Corporate Risks/Newcastle Under Lyme

Objectives

3 - Healthy, Active and Safe communities

Corporate

Key Controls Identified

- Regular joint agency review meetings
- Regular vegetation removal
- Regular water drainage from the Sluice 'tap'
- Survey Work on Structure

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Maintenance of surrounding landscaping	Maintenance of surrounding landscaping as per monitoring schedule	Ongoing	Darren Green	29/11/2024	
Monitoring of Structures	Monitoring of structures through partnership working and agreed monitoring schedule	Ongoing	Simon McEneny	29/11/2024	
Water Release Regime	Scheduled water release form reservoir through mechanisms to maintain operational effectiveness	Ongoing	Darren Green	29/11/2024	

Risk Failure to deliver the Environmental Sustainability Action Plan

Likelihood	H			
	M		R/G	
	L		T	
		L	M	H
	Impact			

Impact Measures

Risk Description

Failure to achieve the most economic energy & fuel price tariffs for the council; Failure of the Council to audit and report on its Carbon Emmissions to Central Government;
 Failure of the council to achieve statutory reductions in carbon emissions; Inefficient use of energy at the council; Insufficient finance to implement the Carbon Reduction Programme

Potential Consequences

Failure to achieve anticipated savings in energy and fuel consumption. Outcomes not realised and reputational damage to the council. Increased cost to the council.
 Failure to comply with the council's Environmental Sustainability Strategy. Failure to achieve Value for Money. Adverse impact on other budgets/service areas. Non compliance with statutory legislation. Inability to evaluate the level of success of the Carbon Management Programme.

Implication

Financial. Reputation. Legal. Political. Governmental (watching brief with the change in July 2024 Government - may amend the targets, timelines and grant funding)

Risk Owners

Andrew Bird

Risk Rating

Medium Amber C

Last Review

16/08/2024

Final Risk Rating

Medium Amber C

Next Review

14/11/2024

Target Risk Level

Low Green B

Treatment

Treat

Path

Corporate Risks/Newcastle Under Lyme

Objectives

- 1 - One Council delivering for Local People Corporate
- 2 - A successful and sustainable growing Borough Corporate
- 3 - Healthy, Active and Safe communities Corporate
- 4 - Town Centres for all Corporate

Key Controls Identified

- Annual allocation of capital funding
- Carbon Monitoring of 6 NULBC sites via Wi Beees
- Energy data loggers in place at all the council buildings with a high energy use
- Energy purchase contract in place
- Energy reduction report re J2 completed with actions for completion
- Environmental Sustainability Action Plan Working Group in place
- Government Sep 2022 Business Energy Relief (cap) Scheme
- Monitoring and Reporting
- Ongoing introduction of low-energy products
- PIR light control switches in use in main buildings
- Pro-active energy management by FM team
- Sustainable environment strategy meetings established
- Utilisation of information to control energy usage

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Embed the refreshed Plan within all Directorates	Directorates to embed accordingly and sign of an accountability statement.	Planned	Andrew Bird	31/10/2024	

Risk Financial Risk

Likelihood	H			G
	M			R
	L			T
		L	M	H
	Impact			

Impact Measures

Risk Description Council's financial position is unsustainable in the medium to long term.

Potential Consequences Council unable to provide anything other than statutory (core) services.

Implication Reputation damage.
Government intervention.

Risk Owners Sarah Wilkes

Risk Rating High Red E

Last Review 18/10/2024

Final Risk Rating Medium Amber D

Next Review 16/01/2025

Target Risk Level Medium Amber C

Treatment Treat

Path Corporate Risks/Newcastle Under Lyme

Objectives

1 - One Council delivering for Local People	Corporate
2 - A successful and sustainable growing Borough	Corporate
3 - Healthy, Active and Safe communities	Corporate
4 - Town Centres for all	Corporate

Key Controls Identified

Adequate level of reserves and balances
Regular financial risk assessments
Realistic medium term financial plan
Corporate Leadership Team

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Increase reserves and balances	Monthly review and update of financial risk assessments reserves and balances	Ongoing	Sarah Wilkes	29/11/2024	

Kidsgrove Sports Centre

Likelihood	H			
	M			
	L			R/T/G
		L	M	H
	Impact			

Impact Measures	
Risk Description	Financial failure of new operator and financial risk of step-in by Council
Potential Consequences	Subsidy would have to be found by the Borough Council. Staffing implications.
Implication	Financial implications, Political. Resource.
Risk Owners	Sarah Wilkes
Risk Rating	Medium Amber C
Final Risk Rating	Medium Amber C
Target Risk Level	Medium Amber C
Path	Corporate Risks/Newcastle Under Lyme
Last Review	18/10/2024
Next Review	16/01/2025
Treatment	Treat

Objectives

1 - One Council delivering for Local People	Corporate
2 - A successful and sustainable growing Borough	Corporate
3 - Healthy, Active and Safe communities	Corporate
4 - Town Centres for all	Corporate

Key Controls Identified

Draw-down fund
Management Agreement

Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Ensure contract management takes place	Planned	Joanne Halliday Craig Turner	29/11/2024	Latest copy of accounts received, however checks need to be made by ksc, then procedure to be followed in accordance with the agreement.

Risk Loss of major contractor

Likelihood	H			
	M			R/G
	L			T
		L	M	H
	Impact			

Impact Measures			
Risk Description	Loss of major contractor or supplier to the Council.		
Potential Consequences	Disruption to service; Potential claims		
Implication	Reputation damage; Financial costs;		
Risk Owners	Gordon Mole		
Risk Rating	Medium Amber D	Last Review	18/10/2024
Final Risk Rating	Medium Amber D	Next Review	16/01/2025
Target Risk Level	Medium Amber C	Treatment	Treat
Path	Corporate Risks/Newcastle Under Lyme		

Objectives

1 - One Council delivering for Local People	Corporate
2 - A successful and sustainable growing Borough	Corporate
3 - Healthy, Active and Safe communities	Corporate
4 - Town Centres for all	Corporate

Key Controls Identified

- Market intelligence
- Continuous monitoring of contracts and annual credit check
- Contracts register in place
- Corporate Procurement Officer & Procurement Strategy
- Business Continuity Plans in place

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Critical supplier lists monitor and review	as of today 16/8/24, the contract register is being updated, and on completion of a first draft, the intention is to forward to the relevant service director asking them to identify high value high risk contracts and contractors where they might require an annual review and publication, and sight of a credit report. As an aside alerts are received on specified organisations if anything changes - e.g. credit ratings, risk ratings etc.	Planned	Simon Sowerby	31/01/2025	If there is concern in the annual credit rating and/or a change throughout the year, a recommendation would be an initial meeting with the supplier to try and understand the background to the changes and if this warrants secondary action i.e. obtaining market intelligence of possible slick and quick routes to market/direct awards, considerations on mitigating the risk by introducing alternate provision/providers to lessen the impact of a major contractor failing. This would however need the Service Director and/or Business Manager to review their specification of requirements and possibly monitor their existing supplier base more closely.
Review the council's Contract Procurement Rule and provide training on the Procurement Act 2023	The new Procurement Act 2023 is making some significant changes to the way in which goods and services and for that matter capital works are procured - see comment box.	Planned	Simon Sowerby	31/01/2025	<ol style="list-style-type: none"> 1. It aims to create a more level playing field for SME, Micro, and VCS organisations; 2. It is creating a central portal for suppliers to register their details and provide relevant information, which will be used by public sector organisations rather than asking them to complete an SQ (Selection Questionnaire) every time they bid for a public contract; 3. There is greater reporting and notice requirements e.g. advising the market of an intent to publish a contract notice allowing early preparation by prospective bidders; 4. The Procurement Act 2023 will introduce a centralized debarment list maintained by the government. This list will contain information about excluded and excludable suppliers for a specified period, and will be accessible to all contracting authorities. If a supplier is subject to a mandatory or discretionary ground, their name may be entered on the debarment list, along with relevant exclusion details. Being on the debarment list can result in exclusion from future procurements. 5. The way in which evaluation is undertaken will change from MEAT (Most Economically Advantageous Tender) to MAT (Most Advantageous Tender) this will allow the use of additional elements of evaluation (Social Value and Sustainability) further opening the marketplace for SME, Micro, and VCS organisations. 6. There will be greater reporting requirements and central government monitoring; 7. There is a considerable amount of training to be done which contains some of the details;

Risk No.1 London Road

Likelihood	H			G
	M			
	L			R/T
		L	M	H
	Impact			

Impact Measures

Risk Description

The displacement of residents of the property, and those in the surrounding areas, including businesses, due to a major fire incident. The Borough Council would be a Cat2 responder for the incident, but a Cat1 for the recovery.
The likelihood of fire consuming the whole building.

Potential Consequences

Cat 2 - Displacement of 93 households in the property - and unknown surrounding properties.
Cat 1 - High demand for alternative accommodation, after the emergency evacuation procedures are followed.
Unsafe building - Cat 1 - Fire Service, then Cat 2 - Council Building Control.
Transportation issues - moving people around after incident - the resident's cars are parked under the building.
Internal Housing Advice service may need to make eligibility decisions on displaced residents (long-term).
Enforcement against the landlords/freehold tenants/leaseholders - can be made, but should it be, whilst they are undertaking the necessary steps to obtain funding, materials and workforce to correct the issue.

Implication

Financial. Staffing. Reputation. Legal. Political.

Risk Owners

Gillian Taylor

Risk Rating

High Red E

Last Review

16/08/2024

Final Risk Rating

Medium Amber C

Next Review

14/11/2024

Target Risk Level

Medium Amber C

Treatment

Treat

Path

Corporate Risks/Newcastle Under Lyme

Objectives

3 - Healthy, Active and Safe communities

Corporate

Key Controls Identified

- Bellwin Scheme should meet 85% of cost
- Staffordshire Fire and Rescue Service
- Support from Civil Contingencies Unit
- Developed CCU emergency site specific plan
- Contractors appointed

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
To complete the required fire safety works	For the Management Committee to obtain monies from the Building Safety Fund, successfully tender for the works and move on to site. If sufficient process isn't made, the Local Authority has a duty to take action under the Housing Act 2004.	Planned	Gillian Taylor	31/03/2026	<p>The granting of the monies from the Building Safety Fund to the Management Committee is outside of the Council's responsibility.</p> <p>The fire safety works involve compartmentalising flats and floors from each other which should reduce the likelihood of a fire spreading, compared to the current situation.</p> <p>The Joint Inspection Unit are supporting the Council in the enforcement considerations as it is recognised that dealing with this type of building is not with the skill set of the Council's Environmental Health Officers.</p>

Risk Safeguarding

Likelihood	H			
	M			R/T/G
	L			
		L	M	H
	Impact			

Impact Measures

Risk Description Failure of the Borough Council (both officers and Members) to recognise both a moral and legal obligation to ensure a duty of care for children and adults across its services.

Potential Consequences Harm and Death. Third Party intervention with investigations.

Implication Legal implications.
Reputation damage.
Financial implications.

Risk Owners Georgina Evans-Stadward

Risk Rating Medium Amber D

Last Review 16/08/2024

Final Risk Rating Medium Amber D

Next Review 14/11/2024

Target Risk Level Medium Amber D

Treatment Treat

Path Corporate Risks/Newcastle Under Lyme

Objectives

3 - Healthy, Active and Safe communities

Corporate

Key Controls Identified

Policy and Procedures

Personnel

Adult and Child Safeguarding mandatory training

Partners and Partnership working

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Corporate awareness raising across the business to recognise Safeguarding as each persons responsibility where required	CLT and Safeguarding Champions to cascade reminders down to staff and Members	Ongoing	Nesta Barker Andrew Bird Sam Clark Georgina Evans-Stadward Catherine Fox Joanne Halliday Anthony Harold Craig Jordan Simon McEneny Gordon Mole Roger Tait Gillian Taylor Sarah Wilkes	31/01/2025	

Strategic Projects

Likelihood	H			
	M			R/G
	L			T
		L	M	H
	Impact			

Impact Measures

Risk Description Failure to deliver key strategic project or priorities.

Potential Consequences Local economic impact
Loss of influence and control

Implication Reputation. Financial. Legal.

Risk Owners Simon McEneny

Risk Rating Medium Amber D

Final Risk Rating Medium Amber D

Target Risk Level Medium Amber C

Path Corporate Risks/Newcastle Under Lyme

Last Review 18/10/2024

Next Review 16/01/2025

Treatment Treat

Objectives

1 - One Council delivering for Local People	Corporate
2 - A successful and sustainable growing Borough	Corporate
3 - Healthy, Active and Safe communities	Corporate
4 - Town Centres for all	Corporate

Key Controls Identified

Advice obtained from external bodies as and when required
Governance
Resources

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Corporate Project register	Developed to highlight the relevant projects being undertaken, and continuously reviewed.	Ongoing	Georgina Evans-Stadward Sarah Wilkes	31/01/2025	The task is to set-up, then to monitor and review continually.
Develop programme of commercial deliveries and investments		Planned	Joanne Halliday	27/12/2024	on going but difficult climate currently (not slowing down)
Review the council's Contract Procurement Rule and provide training on the Procurement Act 2023	The new Procurement Act 2023 is making some significant changes to the way in which goods and services and for that matter capital works are procured - see comment box.	Planned	Simon Sowerby	31/01/2025	<ol style="list-style-type: none"> 1. It aims to create a more level playing field for SME, Micro, and VCS organisations; 2. It is creating a central portal for suppliers to register their details and provide relevant information, which will be used by public sector organisations rather than asking them to complete an SQ (Selection Questionnaire) every time they bid for a public contract; 3. There is greater reporting and notice requirements e.g. advising the market of an intent to publish a contract notice allowing early preparation by prospective bidders; 4. The Procurement Act 2023 will introduce a centralized debarment list maintained by the government. This list will contain information about excluded and excludable suppliers for a specified period, and will be accessible to all contracting authorities. If a supplier is subject to a mandatory or discretionary ground, their name may be entered on the debarment list, along with relevant exclusion details. Being on the debarment list can result in exclusion from future procurements. 5. The way in which evaluation is undertaken will change from MEAT (Most Economically Advantageous Tender) to MAT (Most Advantageous Tender) this will allow the use of additional elements of evaluation (Social Value and Sustainability) further opening the marketplace for SME, Micro, and VCS organisations. 6. There will be greater reporting requirements and central government monitoring; 7. There is a considerable amount of training to be done which contains some of the details;
Scheme specific risk registers	Scheme specific risk registers to be reported quarterly to relevant governance boards	Ongoing	Nesta Barker Andrew Bird Sam Clark Allan Clarke Georgina Evans-Stadward Joanne Halliday Craig Jordan Simon McEneny Roger Tait Sarah Wilkes	31/03/2025	AH believes these risks are being considered at the Audit & Standards Committee, however it is being looked at to strengthen communications on the submission of reports to the relevant Committee.

Walleys Quarry

Likelihood	H			G
	M			R/T
	L			
		L	M	H
	Impact			

Impact Measures

Risk Description Current air quality issues in respect of the quarry and the contractor

Potential Consequences Citizen quality of life seriously impacted.
Adverse media attention.
Service Delivery.
Economic impact on the Borough.

Implication Reputation. Financial. Resource.

Risk Owners Nesta Barker; Gordon Mole; Sarah Wilkes

Risk Rating High Red E **Last Review** 18/10/2024

Final Risk Rating Medium Amber D **Next Review** 16/01/2025

Target Risk Level Medium Amber D **Treatment** Treat

Path Corporate Risks/Newcastle Under Lyme

Objectives

- 1 - One Council delivering for Local People Corporate
- 3 - Healthy, Active and Safe communities Corporate

Key Controls Identified

- Odour Incident Management Team
- Specific Walley's Quarry risk profile in place
- Strategic Co-ordinating Group
- Abatement Notice

Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Continue with IMT works	Ongoing	Nesta Barker	31/03/2025	
Regular liaison with WQ Ltd Following agreement reached through formal mediation process regular liaison with WQ Ltd will be taking place.	Ongoing	Nesta Barker Gordon Mole	31/03/2025	

Risk Workforce

	H			
	M		R	G
	L		T	
Likelihood		L	M	H
		Impact		

Impact Measures

Risk Description

Lack of capacity due to failure to replace and retain key staff or provide resources to cover the work of staff temporarily involved in other priority areas. Failure to consistently train and develop employees to meet the needs of the Council. Delays to implement reviews of policies and procedures. Aging workforce in certain areas.

Potential Consequences

Staff not treated fairly - implications for staff morale, effective recruitment and retention. Skills shortages both locally and nationally. Out of date policies. Failure to maintain day to day service provision where service quality, availability and consistency of service is affected. Ineffective leadership. Inconsistencies of interpretation of policies and procedures. Not supporting managers and employees. Reduced levels of service, non provision of training needs, non involvement in partnership needs etc. due to existing staff meeting the additional workload arising from lack of capacity. Failure to achieve objectives of improvement plan. Increased costs to the authority in relation to flexible retirement.

Implication

Legislation implications. Employee relation implications. Employee safety implications

Risk Owners

Georgina Evans-Stadward

Risk Rating

Medium Amber D

Last Review

18/10/2024

Final Risk Rating

Medium Amber C

Next Review

16/01/2025

Target Risk Level

Low Green B

Treatment

Treat

Path

Corporate Risks/Newcastle Under Lyme

Objectives

1 - One Council delivering for Local People

Corporate

2 - A successful and sustainable growing Borough

Corporate

Key Controls Identified

Actively reviewing pay scales

Apprenticeship levy available

Corporate Leadership Team are maintaining an overview

Corporate Leadership Team looking Vacancy Approval Forms

Interim posts available

Leadership Development Programme

Staff surveys

Updating recruitment procedures

Mandatory use of OPUS

Workforce policies in place

Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Deliver the People Strategy	Ongoing	Georgina Evans-Stadward Helen Smith	30/04/2025	

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**CORPORATE LEADERSHIP TEAM'S
REPORT TO**

**Audit and Standards Committee
4 November 2024**

Report Title: Internal Audit Update 2024/25

Submitted by: Chief Internal Auditor

Portfolios: All

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
To report on the position regarding Internal Audit during the period 1 September 2024 to 11 October 2024.			
<u>Recommendation</u>			
That Committee:			
1. Note progress against the 2024/25 Strategic Internal Audit Plan.			
<u>Reasons</u>			
The role of Internal Audit is to ensure that the Council has assurance that controls are in place and operating effectively across all Council Services and Departments.			

1. Background

- 1.1 This progress report is submitted to the Audit and Standards Committee as part of our ongoing commitment to providing robust and transparent oversight of internal control, risk management, and governance processes within the Council. The internal audit function plays a critical role in ensuring that the Council operates in compliance with relevant laws, regulations, and internal policies, while also seeking to enhance the efficiency and effectiveness of its operations.

- 1.2 This progress report provides an overview of the activities undertaken by Internal Audit from 1 September 2024 to 11 October 2024. The purpose of the progress report is to outline the progress made against the approved Internal Audit Plan for the year, highlight any significant findings and emerging risks identified during the audits conducted, and provide an update on the implementation of management actions in response to previous audit recommendations.

- 1.3** Since the last progress report, fieldwork for four audits has been completed, and draft reports will be issued once they have passed through our internal quality review process. Additionally, preparations for a further four audits are underway, and fieldwork for these will commence shortly.
- 1.4** This report is intended to support the Audit and Standards Committee in fulfilling its oversight responsibilities by providing assurance that appropriate controls are in place, that risks are being managed effectively, and that the Council is continuously improving its governance practices. The report also seeks to identify areas where further attention or action may be required to address emerging issues or gaps in control.

2. Issues

Completed Audit Reviews

- 2.1** No final reports have been issued during this period.

Progress of the Internal Audit Plan

- 2.2** At this stage in the year the section remains on schedule to meet its key performance targets.

- 2.3** Delivery against the 2024/25 audit plan is summarised below.

Directorate	Audit	Status
Office of the Chief Executive	Asset Management Capital	Cancelled
	Treasury Management	Not Started
	Council Tax	Fieldwork Complete
	NNDR	Fieldwork Complete
	Housing Benefits	Preparation
Operational Services	Bereavement Services	Not Started
	Tree Management	Preparation
	Waste Services	Not Started
	Jubilee 2	Not Started
Regeneration & Development	Disabled Facilities Grant	Fieldwork Ongoing
	Planning	Preparation
	Future High Street Fund	Fieldwork Complete
	Newcastle and Kidsgrove Town Deal Funds	Fieldwork Complete
	UK Shared prosperity Fund	Not Started
Corporate	Civil Contingencies & Business Continuity	Preparation
	Communications	Not Started
	Procurement and Contract Management	Not Started
	Safeguarding	Preparation
	Health and Safety	Not Started
ICT	Cyber Security	Fieldwork Ongoing
	Disaster Recovery	Preparation
	ICT Backups	Preparation
	PSN Compliance	Not Started

Counter Fraud

- 2.4** The 2024/25 Audit Plan also includes 40 days allocated to counter fraud activities. This work is managed by Staffordshire County Council's Audit Manager – Fraud.
- 2.5** The County Council has received a total of 13 referrals from members of the public reporting potential frauds, a further one since the last progress report. These predominately revolve around the fraudulent claiming of benefits. These reports are carefully triaged in line with our established fraud response processes and through liaising with the Council's Customer Hub Manager and other external agencies where relevant.
- 2.6** There are currently no fraud concerns that require formal reporting to the Audit and Standards Committee. Internal Audit will continue to triage each report it receives and will continue to consider and evaluate fraud related risks in each audit review. Any significant developments will be promptly reported to the Audit and Standards Committee in future updates.
- 2.7** As part of our ongoing efforts to strengthen governance and ensure adherence to ethical standards, we are currently developing a survey aimed at assessing the level of understanding and awareness among officers regarding the Council's Code of Conduct. This initiative will provide valuable insights into any potential knowledge gaps and areas for further communications or future targeted training. We will update the Audit and Standards Committee with the findings and recommended actions once the survey has been completed and analysed.

National Fraud Initiative

- 2.8** The Council takes part in the National Fraud Initiative ('NFI'). The NFI is a biennial data matching exercise, hosted by the Cabinet Office. Data sets for the next exercise are due to be uploaded to the Cabinet Office in October/November 2024 in accordance with published deadlines, and will include Payroll, Creditors, Council Tax Reduction Scheme, Taxis Driver data.
- 2.9** Council Officers are performing the required data uploads. It is envisaged that the output from the data matching exercise will be returned to the Council via the secure NFI software in late December 2024. Internal Audit will work with Council Officers to identify strategies for the efficient review of the matches, and report on progress and findings to a future meeting of this Committee.

Cancelled Audits

- 2.10** No audits have been cancelled within this reporting period.

Recommendations

- 2.11** Recommendations made by the Council's previous Internal Auditors (Stoke-On-Trent City Council) have now been reviewed by the Service Director for Finance (S151 Officer). Internal Audit are now responsible for the monitoring and tracking of these recommendations, for which there are 31.
- 2.12** Whilst we await the implementation of our new Audit Management System, these recommendations will be tracked manually. After the implementation of

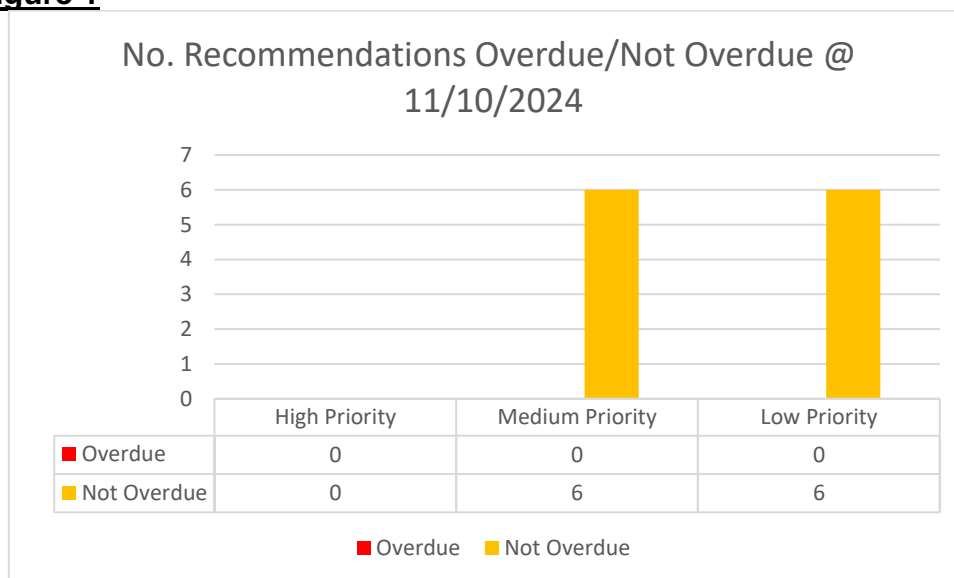
the new system, recommendations will be imported which will then automate this process and allow officers to access a portal where they can provide updates on outstanding recommendations.

2.13 As of 11 October 2024, there are 31 audit recommendations that are being tracked:

Area	Total	Implemented	Risk Accepted	Superseded	Not Yet Implemented	
					Not Over Due	Overdue*
Office of the Chief Executive	2	2	0	0	0	0
Operational Services	5	3	0	0	2	0
Regeneration & Development	0	0	0	0	0	0
Corporate	16	7	0	0	9	0
IT	8	7	0	0	1	0
Total	31	19	0	0	12	0
%		61%	0%	0%	39%	0%

2.14 Figure 1 below shows the number of high, medium and low priority recommendations which have not yet been implemented (outstanding), and their status as either overdue or not overdue.

Figure 1



3. Recommendation

3.1 Note progress against the 2024/25 Strategic Internal Audit Plan.

4. Reasons

4.1 The audit plan is monitored on a regular basis to ensure that it is achievable and reflects the key risks affecting the council.

5. Options Considered

5.1 None.

6. Legal and Statutory Implications

6.1 Whilst there are no direct implications arising from this report, the Accounts and Audit Regulations 2015 specifically require that a relevant body 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”.

7. Equality Impact Assessment

7.1 There are no direct implications arising from this report.

8. Financial and Resource Implications

8.1 The service is currently on target to be provided within budget. The financial implications resulting from the recommendations made within audit reports will be highlighted within individual reports wherever possible. It is the responsibility of managers receiving audit reports to take account of these financial implications, and to take the appropriate action.

9. Major Risks & Mitigation

9.1 Internal Audit 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. Where relevant, the results of individual reviews will link into the Annual Governance Statement, providing assurance on the operation of key controls. Internal Audit will continue to align its work with the Corporate Risk Register.

9.2 Continual review of the work contained within the audit plan ensures that where necessary adjustments are made to provide the most appropriate coverage.

10. UN Sustainable Development Goals (UNSDG)

10.1 The Internal Audit and Counter Fraud Arrangement via Staffordshire County Council and the Fraud Hub supports UNSG and Climate Change objectives in a number of ways. Principally, through partnership working and supporting sustainable cities and communities via the correct use of public monies. The following UNSGs are supported.



11. One Council

Please confirm that consideration has been given to the following programmes of work:

One Commercial Council

One Digital Council

One Green Council

12. Key Decision Information

12.1 Not Applicable.

13. Earlier Cabinet/Committee Resolutions

13.1 Approval of the Internal Audit Plan for 2024/25 (Audit and Standards Committee April 2024).

14. List of Appendices

14.1 Not Applicable

15. Background Papers

15.1 Internal Audit Plan 2024/25.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

**CORPORATE LEADERSHIP TEAM'S
REPORT TO
AUDIT AND STANDARDS COMMITTEE**

04 November 2024

Report Title: Treasury Management Half Yearly Report 2024/25

Submitted by: Service Director for Finance (Section 151 Officer)

Portfolios: Finance, Town Centres and Growth

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
To receive the Treasury Management Half Yearly Report for 2024/25 and to review the Treasury Management activity for this period.	
<u>Recommendation</u>	
That Committee:	
1. Receive the Treasury Management Half Yearly Report for 2024/25.	
<u>Reasons</u>	
The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management recommends that Members should be informed on Treasury Management activities at least twice a year.	
It was resolved that the Audit and Standards Committee would monitor and oversee the delivery of the Treasury Management Strategy through the receipt of half yearly and year end Treasury Management Reports.	

1. Background

1.1 The CIPFA Code of Practice on Treasury Management recommends that Members should be informed on Treasury Management activities at least twice a year. It was resolved that the Audit and Standards Committee would monitor and oversee the delivery of the Treasury Management Strategy through the receipt of half yearly and year end Treasury Management Reports.

1.2 This report therefore ensures that this Council is embracing Best Practice in accordance with CIPFA's recommendations in the CIPFA Code of Practice.

1.3 Treasury Management operations are carried out in accordance with policies laid down in the currently approved Treasury Management Policy Statement, backed up by approved Treasury Management Practices and Schedules thereto, and the Treasury Management Strategy Report approved by Council on 14 February 2024.

2. **Issues**

2.1 The Treasury Management Half Yearly Report for 2024/25 is attached at Appendix 1. The economic background included in the report has been provided by the Council's Treasury Management Advisors, Arlingclose.

3. **Recommendation**

3.1 That the Treasury Management Half Yearly Report for 2024/25 be received.

4. **Reasons**

4.1 The CIPFA Code of Practice on Treasury Management recommends that Members should be informed on Treasury Management activities at least twice a year.

4.2 It was resolved that the Audit and Standards Committee would monitor and oversee the delivery of the Treasury Management Strategy through the receipt of half yearly and year end Treasury Management Reports.

5. **Options Considered**

5.1 Provision of the Treasury Management Half Yearly report is best practice and demonstrates the transparency regarding treasury management activities during the first half of 2024/25.

6. **Legal and Statutory Implications**

6.1 This report ensures that this Council is embracing best practice in accordance with CIPFA's recommendations in the CIPFA Code of Practice.

7. **Equality Impact Assessment**

7.1 There are no differential equality issues arising directly from this report.

8. **Financial and Resource Implications**

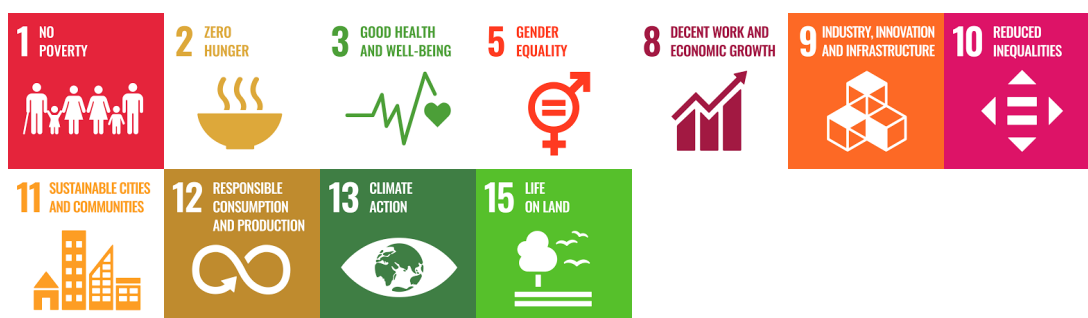
8.1 There are no specific financial implications arising from the report.

9. Major Risks & Mitigation

- 9.1 Treasury management is a major area of risk for the Council in that large amounts of money are dealt with on a daily basis and there are a number of limits and indicators, which must be complied with.
- 9.2 The overriding consideration in determining where to place the Council's surplus funds is to safeguard the Council's capital. Within this constraint the aim is to maximise the return on capital.
- 9.3 Operational procedures, coupled with monitoring arrangements, are in place to minimise the risk of departures from the approved strategy.

10. UN Sustainable Development Goals (UNSDG)

- 10.1 Treasury Management helps to inform the budget process, as part of the budget process consideration will be given to the need for investment in order to deliver the Council's Sustainable Environment Action Plan.



11. One Council

- 11.1 Please confirm that consideration has been given to the following programmes of work:

- One Commercial Council
- One Digital Council
- One Green Council

12. Key Decision Information

- 12.1 Not applicable as report is for information only.

13. Earlier Cabinet/Committee Resolutions

- 13.1 Council, 14 February 2024, Treasury Management Strategy 2024/25.

14. List of Appendices

14.1 Appendix 1, Treasury Management Half Yearly Report 2024/25.

15. Background Papers

- CIPFA Treasury Management Code of Practice (revised December 2017),
- Council's Treasury Management Policy Statement,
- Council's Treasury Management Strategy,
- Local Government Act 2003,
- Local Authorities (Capital Finance & Accounting) (England) Regulations 2003,
- Guidance on Local Authority Investments issued by the Ministry of Housing, Communities and Local Government (revised April 2018).

Treasury Management Half Yearly Report – 2024/25

1. Background

The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low-risk counterparties, providing adequate security and liquidity initially before considering optimising investment return (yield).

Accordingly, Treasury Management is defined as:

The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

The second main function of a treasury management service is the funding of an authority's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer-term cash may involve arranging long or short-term loans, or using longer term cash flow surpluses, and on occasions any debt previously drawn may be restructured to meet Council risk or cost objectives.

2. Introduction

In February 2010 the Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Council to approve treasury management semi-annual and annual reports.

This report includes the new requirement in the 2021 Code, mandatory from 1 April 2023, regarding the reporting of the treasury management prudential indicators.

The Council's Treasury Management Strategy for 2024/25 was approved by Council on 14 February 2024. The Council has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Council's Treasury Management Strategy.

The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by Council covering capital expenditure and financing, treasury management and non-treasury investments. The Council's Capital Strategy, complying with CIPFA's requirement, was approved by Council on 14 February 2024.

This half yearly report to members is intended to provide an update of the Treasury Management Strategy and performance for the period April to September of this financial year.

3. Economic Update – summary of the economic update provided by the Council's Treasury Management Advisors, Arlingclose

UK inflation fell to around the Bank of England's target, dropping from 3.2% in March to 2.0% in May, then rising slightly to 2.2% in July and August. Core inflation remained higher at 3.6% for general goods and 5.6% for services.

The UK economy grew more slowly, expanding by 0.5% in the second quarter, down from 0.7% in the first, and showed no growth in July. The job market is easing, with unemployment dropping to 4.1% and employment rising to 74.8%. Average regular earnings increased by 5.1%, leading to real pay rises when adjusted for inflation.

In response to lower inflation, the Bank of England reduced interest rates from 5.25% to 5.00% in August, maintaining this rate in September, though concerns about persistent inflation remain. They expect the economy to grow through 2024 but predict inflation will rise again before falling below 2% by 2025.

The US Federal Reserve cut interest rates to a range of 4.75% to 5.00% in September, with plans for further cuts in the coming years. Meanwhile, the European Central Bank reduced its main interest rates to 3.65% in September, but hasn't provided a clear future path for rates, anticipating inflation to stay above 2% until 2026.

Investor sentiment in financial markets mostly improved, but bond yields remained quite unpredictable. While yields generally increased early on, they later settled close to where they began. This meant bond investors faced a lot of ups and downs due to various economic and global events.

For example, the yield on the 10-year UK government bond started at 3.94% and ended at 4.00%, peaking at 4.41% in May and dropping to 3.76% in mid-September. Similarly, the 20-year bond yield rose from 4.40% to 4.51%, reaching a high of 4.82% in May and a low of 4.27% in mid-September. Throughout this period, the average overnight interest rate was 5.12%.

4. Credit Review – summary of the credit review provided by the Council's Treasury Management Advisors, Arlingclose

Arlingclose kept its recommendation for banks to limit unsecured lending to 100 days.

In July, Moody's improved Transport for London's credit rating from A3 to A2, while the National Bank of Canada was put on watch for a possible upgrade. They also gave a positive outlook for Standard Chartered but a negative one for Toronto Dominion Bank, and downgraded Close Brothers from Aa3 to A1.

S&P raised the National Bank of Canada's rating to A+, and both S&P and Fitch gave Lancashire County Council ratings of AA- and A+, respectively.

Overall, credit default swap prices, which indicate the risk of default, were lower at the end of the period compared to the beginning, showing less price volatility than before. However, financial market fluctuations are expected to continue in the near future, and credit default swap levels will be monitored for any signs of financial stress. The recommended banks and lending durations are regularly reviewed.

5. Arlingclose's Economic Outlook for the remainder of 2024/25

	Current	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27
Official Bank Rate													
Upside risk	0.00	0.25	0.50	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	5.00	4.75	4.25	3.75	3.25	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Downside risk	0.00	-0.25	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50

In line with Arlingclose's forecast, the Monetary Policy Committee (MPC) held the Bank Rate at 5.0% in September.

The MPC will continue to cut rates to stimulate the UK economy but will initially be cautious given lingering domestic inflationary pressure. Arlingclose predicts another rate cut in 2024 (Q4), but more significant monetary easing in 2025, with the Bank Rate falling to a low of around 3%.

Upside risks to inflation remain which could limit the extent of monetary easing.

Long-term gilt yields have fallen alongside US monetary policy expectations. Arlingclose's central case is for yields to be volatile around a relatively narrow range, reflecting the likelihood for monetary policy loosening in the Eurozone, UK, and US.

6. Treasury Management Strategy Statement and Annual Investment Strategy Update

The Treasury Management Strategy for 2024/25 was approved by Council on 14 February 2024. The Council's annual Investment Strategy, which is incorporated in the Treasury Management Strategy, outlines the Council's investment priorities as follows:

- Security of Capital
- Liquidity

The Council will also aim to achieve the optimum return on investments commensurate with the proper levels of security and liquidity. In the current economic climate, it is considered appropriate to keep investments short term, and only invest with highly credit rated financial institutions using the Arlingclose suggested creditworthiness matrices. Currently investments are only being made with UK financial institutions.

Investments during the first six months of the 2024/25 financial year have been in line with the strategy, and there have been no deviations from the strategy.

It is considered that the strategy approved on 14 February 2024 is still fit for purpose in the current economic climate.

7. Investment Portfolio 2024/25

Investment Priorities

The Council focuses on security, liquidity, and earning a return that aligns with its risk tolerance, in line with the CIPFA Code.

Interest Rates

The Bank of England has reduced the official rate from 5.25% to 5.00%, with more cuts expected later in 2024/25.

Investments Held

Investments as at 30 September 2024:

Total investments: £11.90m
Debt Management Account (DMADF): £9.25m
Public Sector Deposit Fund: £2m
Lloyds Current Account: £0.65m

Investments as at 31 March 2024:

Total investments: £18.05m
£17.5m in DMADF
£0.55m in Lloyds

Cash Flow

Available funds for investment have fluctuated, peaking at £28.09m, largely due to inflows like council tax, business rates, and government grants.

Major outflows include precept payments, salaries, business rates, and construction projects.

Portfolio Performance

Yield for the first six months of 2024/25: 4.94%
Yield as of 30 September 2024: 4.93%
Interest earned (first 6 months): £507,443
Budgeted investment return: £0

Key Rates

Lloyds Current Account: 3.1%
DMADF: Started at 5.2%, reduced to 4.94% by 30 September 2024
Money Market Funds: Up to 5.23%, down to 4.99%

Risk Management

All investments are with institutions rated A+ or higher, exceeding the Council's minimum requirement of A. The Council prioritizes security and liquidity over maximizing returns.

8. Borrowing Position 2024/25

The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low. During the first six months of 2024/25 no external borrowing has taken place, however it is envisaged that external borrowing will be required to cover short-term cash flow deficits together with the capital programme.

The Council consider it to be more cost effective in the near term to use internal resources or borrow on a short-term basis. This is also in line with advice provided by Arlingclose Ltd.

However, a need to borrow in order to fund the Council's capital programme was included within the Revenue and Capital Budgets and Strategies 2024/25 reports presented to Council on 14 February 2024. The impact of borrowing is included in the Medium Term Financial Strategy pressures for 2024/25 and future years.

CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement and

so may lead to new borrowing, unless directly and primarily related to the functions of the Authority. PWLB (Public Works Loan Board) loans are no longer available to local authorities planning to buy investment assets primarily for yield unless these loans are for refinancing purposes.

The Authority has not invested in assets primarily for financial return or that are not primarily related to the functions of the Authority. It has no plans to do so in future.

9. Compliance

The Service Director for Finance (Section 151 Officer) reports that all treasury management activities undertaken during the year to date have complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy.

Compliance with debt limits

	Q1 & Q2 2024/25 Maximum	30.09.24 Actual	2024/25 Operational Boundary	2024/25 Authorised Limit	Complied?
Borrowing	£0m	£0m	£95m	£100m	Yes

Compliance with investment limits

	Q1 & Q2 2024/25 Maximum	30.09.24 Actual	2024/25 Limit	Complied?
The UK Government	£24.5m	£9.25m	Unlimited	Yes
Local authorities & other government entities	£0m	£0m	£7m	Yes
Secured investments	£0m	£0m	£7m	Yes
Banks (unsecured)	£5.44m	£0.65m	£7m	Yes
Building societies (unsecured)	£0m	£0m	£7m	Yes
Registered providers (unsecured)	£0m	£0m	£10m	Yes
Money market funds	£2m	£2m	£7m	Yes
Other Investments	£0m	£0m	£7m	Yes

10. Prudential Indicators 2024/25

Treasury management activity during the first half year has been carried out within the parameters set by the prudential indicators contained in the approved 2024/25 Treasury Management Strategy. Consequently, there is no intention to revise any of the indicators for the remainder of the year.

Liability Benchmark

This indicator compares the Authority's actual existing borrowing against a liability benchmark that has been calculated to show the lowest risk level of borrowing. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and

decision making. It represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level of £1m required to manage day-to-day cash flow.

	31.3.24 Actual	31.3.25 Forecast	31.3.26 Forecast	31.3.27 Forecast
Loans CFR	10.3m	22.8m	25.4m	28.8m
Less: Balance sheet resources	(30.1m)	(10.3m)	(22.8m)	(25.4m)
Net loans requirement	(19.8m)	12.5m	2.6m	3.4m
Plus: Liquidity allowance	-	1m	1m	1m
Liability benchmark	(19.8m)	13.5m	3.6m	4.4m

Maturity Structure of Borrowing

This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

Refinancing Rate Risk Indicator	Upper Limit	Lower Limit
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%

Principal Sums Invested for Periods Longer Than One Year

Price Risk Indicator	2024/25	2025/26	2026/27	No fixed date
Limit on principal invested beyond year end	£25m	£25m	£25m	£25m

Security

The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit Risk Indicator	2024/25 Target
Portfolio average credit rating	A

Liquidity

The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling [three] month period, without additional borrowing:

Liquidity Risk Indicator	Target
Total cash available within 3 months	£1m

Interest Rate Exposures

This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates are:

Interest rate risk indicator	2024/25 Target
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	(£107,000)
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£107,000

Annex A

Treasury Management – Glossary of Terms

- **CIPFA** – the Chartered Institute of Public Finance and Accountancy, is the professional body for accountants working in Local Government and other public sector organisations.
- **CPI** – a measure that examines the weighted average of prices of a basket of consumer goods and services. The Consumer Price Index is calculated by taking price changes for each item in the predetermined basket of goods/services and averaging them; the goods are weighted according to their importance. Changes in CPI are used to assess price changes associated with the cost of living.
- **DMADF** – is provided by the DMO as part of its cash management operations and in the context of a wider series of measures designed to support local authorities' cash management.
- **DMO** – The Debt Management Office is an Executive Agency of Her Majesty's Treasury responsible for debt and cash management for the UK Government, lending to local authorities and managing certain public sector funds.
- **GDP** – Gross Domestic Product is the market value of all officially recognised final goods and services produced within a country in a given period of time.
- **Liquidity** – relates to the amount of readily available or short term investment money which can be used for either day to day or unforeseen expenses. For example Call Accounts allow instant daily access to invested funds.
- **MPC** – the Monetary Policy Committee (MPC) is a committee of the Bank of England, which meets for three and a half days, eight times a year, to decide the official interest rate in the United Kingdom (the Bank Rate).
- **PWLB** – Public Works Loan Board (PWLB) is a statutory body operating within the United Kingdom Debt Management Office. PWLB's function is to lend money from the National Loans Fund to local authorities, and to collect the repayments.
- **Yield** – Yield is the income returned on an investment, such as the interest from holding a security. The yield is usually expressed as an annual percentage rate based on the investment's cost, current market value, or face value.

AUDIT & STANDARDS COMMITTEE



Work Programme 2024/25

Chair

Cllr P. Waring

Vice-Chair

Cllr G. Burnett-Faulkner

Members

Cllrs M. Holland, J. Whieldon, W. Brockie, M. Stubbs

Officer Champions

Sarah Wilkes / Anthony Harold

The Audit & Standards Committee is responsible for overseeing the Council's audit and assurance arrangements. Its role is to provide independent assurance to members of the adequacy of the Council's corporate governance arrangements including risk management and its systems of internal control. More information is available in Section B2 of the Council's constitution.

For more information on the Committee or its work Programme please contact the Democratic Services:

- ✚ Geoff Durham at geoff.durham@newcastle-staffs.gov.uk or on (01782) 742222
- ✚ Alexandra Bond at alexandra.bond@newcastle-staffs.gov.uk or on (01782) 742211

Planned Items

DATE OF MEETING	ITEM	NOTES
04/11/2024	<ul style="list-style-type: none"> • Treasury Management Half Yearly Report 2024/25 • Q2 Corporate Risk Management Report 2024/25 • Q2 Internal Audit progress Report 2024/25 • Committee Work Plan 2024/25 	
03/02/2025	<ul style="list-style-type: none"> • Q3 Corporate Risk Management Report 2024/25 • Q3 Internal Audit Progress Report 2024/25 	

Previous Items

DATE OF MEETING	ITEM	NOTES
17/04/2023	<ul style="list-style-type: none"> • Internal Audit Charter 2023/24 • Internal Audit Plan 2023/24 • Corporate Fraud Arrangements 2023/24 • Committee Work Plan 2023/24 • Risk Management Policy & Strategy 2023/24 • External Audit 	
30/05/2023	<ul style="list-style-type: none"> • Proposed Accounting Policies • Annual Governance Statement • Draft Statement of Accounts 2022/23 • Revised Finance and Contract Procedure Rules 	
17/07/2023	<ul style="list-style-type: none"> • Health and Safety Report 2022/23 • Treasury Management Annual Report 2022/23 	

	<ul style="list-style-type: none"> • Q4 Corporate Risk Management Report 2022/23 • Annual Internal Audit Report and Annual Opinion 	
28/09/2023	<ul style="list-style-type: none"> • Q1 Corporate Risk Management Report 2023/24 • Q1 Internal Audit Progress Report 2023/24 • Audited Statement of Accounts 2022/23 	
13/11/2023	<ul style="list-style-type: none"> • Treasury Management Half Yearly Report 2023/24 • Q2 Corporate Risk Management Report 2023/24 • Q2 Internal Audit progress Report 2023/24 	
05/02/2024	<ul style="list-style-type: none"> • Q3 Corporate Risk Management Report 2023/24 • Q3 Internal Audit Progress Report 2023/24 • Procurement of Internal Audit Service 2024/25 • Grant Thornton – Value for Money Audit Report 2022/23 	
22/04/2024	<ul style="list-style-type: none"> • Internal Audit Charter 2024/25 • Internal Audit Plan 2024/25 • Corporate Fraud Arrangements 2024/25 • Risk Management Policy & Strategy 2024/25 • External Audit Plan 2023-24 • Committee Work Plan 2024/25 	
28/05/2024	<ul style="list-style-type: none"> • External Audit Report 2022-23 • Accounting Policies 2023-24 • Annual Governance Statement 2023-24 • Statements of Accounts 2023-24 	
15/07/2024	<ul style="list-style-type: none"> • Treasury Management Annual Report 2023/24 • Q4 Corporate Risk Management Report 2023/24 • Annual Internal Audit Report and Opinion 2023/24 	

	<ul style="list-style-type: none">• Committee Work Plan 2024/25	
30/09/2024	<ul style="list-style-type: none">• Q1 Corporate Risk Management Report 2024/25• Q1 Internal Audit Progress Report 2024/25• Health and Safety Report 2023/24• Audited Statement of Accounts 2023/24• Committee Work Plan 2024/25	

Last updated on 25th October 2024