

POLICY AND RESOURCES (P&R) COMMITTEE DELIVERY PLAN

1. INTRODUCTION

- 1.1 This report provides a **thematic overview of performance** for **Q2 2019/20** focusing on the MTFs savings and activities to deliver the **priorities** in the **Policy and Resources (P&R) Committee Annual Delivery Plan**, which can be found online at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9461&Ver=4>

2. SAVINGS

- 2.1 The total amount of **savings** identified for P&R Committee in 2019/20 is **£2.312m**. This is shown in table 1.

Table 1: Savings forecast delivery (Q2 2019/20)

Ref	Service area	Description of Savings	Savings for 19/20	Q2 19/20 Forecast	Comment
P&R4	CSG	Capita contract price reduction	640	640	Reduction in contract price is contractual and has been delivered.
P&R4a	CSG	Further Capita contract savings	400	135	Delay in the new Service Model being implemented due to delays in moving to Colindale and the website launch has impacted on the ability to reduce resources earlier. The service is reviewing options to plug this gap.
P&R5	Central expenses	Insurance contract renegotiation	22	22	Achieved
P&R6	Commissioning Group	Senior management changes (NB only counting savings in Commissioning Group here)	750	750	Restructure implemented.
P&R7	Commissioning Group	Reconfigure Communications & Strategy team and reduce running costs	183	183	Saving is dependent on recruitment of permanent staff to new structure, currently using interims, there is also an element of income.
P&R9	Cross-cutting Commissioning	Economies of scale from joined up professional support services	297	297	Saving deleted - funded from contingency.
P&R21	Assurance	Stop refreshments for committee meetings	0.5	0.5	Achieved
P&R22	Assurance	Stop rental costs for member surgeries & use council owned / free premises	4	4	Achieved

Ref	Service area	Description of Savings	Savings for 19/20	Q2 19/20 Forecast	Comment
P&R23	Assurance	Stop funding of BT lines for elected members	16	16	Achieved
Total			2,312	2,047	

3. PRIORITIES

3.1 This section provides an update on the Committee's priorities as follows:

- A summary of progress on Actions¹ to deliver the priority
- Performance of Key Performance Indicators (KPIs)²
- Risks to delivering the Actions and priority
- High (15 to 25) level risks from the Corporate Risk Register³

3.2 The Q2 status for each of the Committee's priorities is shown in table 2. This reflects the overall performance on Actions, KPIs and Risks⁴ for each priority.

Table 2: Priorities for P&R Committee

Section	Committee Priority	Q2 Status
4.	Ensuring we have strong financial management	Limited
5.	Continuing to improve customer services	Satisfactory
6.	Continuing to work effectively with strategic partners	Good
7.	Planning strategically to enable Barnet to grow and meet the needs of residents	Good
8.	Being resilient as a local authority	Good
9.	Ensuring residents are treated equally, with understanding and respect, and all have access to quality services	Good

¹ A Summary of the Actions is provided for each priority. These are RAG rated as follows: Complete or Good progress = GREEN (where no Actions RAG rated RED); Satisfactory progress = AMBER (where no more than one Action RAG rated RED) or Limited progress = RED (where two or more Actions RAG rated RED).

² KPI RAG rating reflects the percentage variance of the result against the target as follows: On target = GREEN (G); Up to 9.9% off target = AMBER (A); 10% or more off target = RED (R). The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (↑ I), Worsening (↓ W) or Same (→ S). The percentage variation is calculated as follows: Q2 19/20 result minus Q2 18/19 result equals difference; then difference divided by Q2 18/19 result multiplied by 100 = percentage variation. KPIs are illustrated by (q) quarter; (c) cumulative up to end quarter; (s) snapshot in time; or (r) rolling 12 months.

³ The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high (15 to 25) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk management framework. The risk registers are live documents and the Q2 19/20 Corporate Risk Register provides a snapshot in time (as at end September 2019). The risk ratings are: Low = 1 to 3 (GREEN); Medium/Low = 4 to 6 (YELLOW); Medium/High = 8 to 12 (AMBER); and High = 15 to 25 (RED).

⁴ The Q2 Status reflects the overall performance on Actions, KPIs and Risks as follows: Complete or Good progress = GREEN (where no Actions or KPIs RAG rated RED and no more than one high level risk); Satisfactory progress = AMBER (where no more than one Action or KPIs RAG rated RED and/or no more than two high level risks) or Limited progress = RED (where two or more Actions or KPIs RAG rated RED and/or more than two high level risks).

4. Ensuring we have strong financial management	Q2 Status Limited
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4.1 Summary of Actions Satisfactory progress

- 4.1.1 The Q1 budget position showed an overspend of £6.022m. There are plans in place to manage the financial position to achieve the target. Monthly monitoring is undertaken and corrective actions identified where required. This has resulted in an improvement and the underspend has been reduced to £4.206m. See *Strategic Performance Report* for more detail.
- 4.1.2 There has been good progress in delivering the savings targets in the MTF5. The forecast at Q2 is that 87% of savings will be delivered. Regular budget monitoring is undertaken and reported to CMT. Recovery plans are being developed to address emerging pressures.
- 4.1.3 There were 41 new *high and medium* priority audit recommendations relating to financial systems in Q2. These were across the following audits: Highways Programme; Accounts Payable; and Brent Cross Cricklewood - Financial Controls. 28 *high* priority audit actions relating to financial risk were due to be implemented in Q2; of these, 23 (82%) were fully implemented within the quarter. The five remaining actions related to audits of the Highways Programme; Pension Fund Finance and Investment; and Integra Access and Programme Change Management. In Q2, an approach was designed for following up medium priority actions relating to financial risk, not just high priority actions. This will be rolled out and reported from Q3 onwards.
- 4.1.4 A number of Corporate Anti-Fraud Team (CAFT) investigations were closed in Q2: 23 corporate fraud cases were closed; 57 concessionary travel fraud cases were closed; two financial investigations were closed; and 111 tenancy fraud cases were closed. These were reported to Audit Committee on 30 October 2019. The report can be found on the website at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CIId=144&MIId=9847&Ver=4>

4.2 KPIs

- 4.2.1 There are five KPIs for this priority, which monitor strong financial management. Four KPIs are Monitor only for Q2. One KPI did not meet the Q2 target.
- **Implemented high and medium audit recommendations relating to fundamental financial systems (RAG rated AMBER) – 82% against a target of 90%.** Five of 28 high priority audit actions relating to finance were not implemented. These related to the Highways Programme; Pension Fund Finance and Investment; and Integra Access and Programme Change Management. Internal Audit took a report to CMT to discuss why actions are often not implemented within the agreed timeframes. This led to an improvement in the outturn. The monthly Internal Controls Board will continue to focus on the implementation of audit actions and will utilise Root Cause Analysis techniques to better understand the culture of actions not routinely being implemented as agreed and then corrective action being taken 'just in time'.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Outturn is within £1m of the budget (q)	Smaller is Better	New for 19/20	<£1m	Monitor	£4.206m	New for 19/20	New for 19/20	No benchmark available
In-year incoming resources balanced to outgoing resources (q)	Smaller is Better	New for 19/20	-£4.2m	Monitor	-£7.057m	New for 19/20	New for 19/20	No benchmark available
Budget savings being delivered (q)	Bigger is Better	New for 19/20	Monitor	Monitor	47%	New for 19/20	New for 19/20	No benchmark available
High and medium audit recommendations issued relating to fundamental financial systems (q) ⁵	Smaller is Better	New for 19/20	Monitor	Monitor	41 ⁶	New for 19/20	New for 19/20	No benchmark available
Implemented high and medium audit recommendations relating to fundamental financial systems (q)	Bigger is better	New for 19/20	90%	90%	82% (A)	New for 19/20	New for 19/20	No benchmark available

4.3 Risks

4.3.1 There are three risks to delivery of the actions for this priority. These have been assessed at a high (15 to 25) level and have controls/mitigations in place to manage the risks.

- **FIN002 - Implementation of 2019/20 savings (risk score 20).** If the MTFs savings identified for 2019/20 are not fully implemented this could lead to non-achievement of MTFs targets and an overspend on the revenue budget. To manage the risk, monthly monitoring arrangements are in place. Progress on implementation of savings and risks is being reported to CMT and Policy and Resources Committee throughout the year.
- **FIN001 - Impact of political uncertainty on Finances (risk score 15).** The uncertainty of the national and regional political landscape, legislative changes and local government funding changes that affect council services could lead to further reduction of the multi-year budget. The Council Management Team has identified actions to help mitigate the existing overspend such as actively managing budgets in line with financial regulations. Action plans for savings over the MTFs are being developed and will be presented to Theme Committees in November 2019.

⁵ This KPI measures new high and medium audit recommendations raised in the quarter, whereas the other indicator is about recommendations that have been implemented (but may have been raised in the previous quarter or even longer ago).

⁶ This compares to 26 new high and medium audit recommendations relating to financial systems in Q1. These were across the following audits: Housing Benefit; NNDR; Council Tax; and Pension Fund Finance and Investment. The Q1 result was previously reported as 3, in relation to the audit on Pension Fund Finance and Investment only.

- **FIN003 - Financial controls (risk score 15).** Ineffective internal controls, governance arrangements, or policies and procedures could lead to an increased risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption. Following a review of internal controls in 2018 by Grant Thornton, an action plan was developed. The control environment continues to be improved through (1) testing of controls to identify any further control weaknesses; and (2) reviewing actions to implement improvements to controls. There is regular reporting to Finance SMT and updates to Internal Control Board.

4.3.2 In addition to the risks in the Annual Delivery Plan, there was a *service risk* for this priority that was scored at a high (15 to 25) level in Q2.

- **G&C053 - Commercial viability of strategic suppliers (risk score 15).** If the commercial viability of a strategic supplier declines this could lead to operational failures resulting in service disruption/reduction, failure to discharge statutory duties and financial costs. This risk is being managed using the contract management framework and policy/procedures for commercial activity. Contract monitoring takes place monthly, with quarterly reporting to Financial Performance and Contracts (FPC) Committee. The contract register is kept under review with checks on the financial status of strategic suppliers. The council is continuing to collate relevant information should it be necessary to take over any services on short notice. Business Enterprise and Skills and Safety, Health and Wellbeing (SHaW) are being in-sourced from Capita on 1 October 2019. The risk score remains unchanged due to uncertainties in business conditions caused by Brexit.

5. Continuing to improve customer services	Q2 Status
	Satisfactory

5.1 Summary of Actions Satisfactory progress

- 5.1.1 The focus in Q2 has been ensuring the council website meets new Government regulations, which requires the website to have AA accessibility to ensure it can be used by residents with accessibility needs.
- 5.1.2 The Interactive Voice Response (IVR) system has been revised to be clearer and promote the council’s digital channels. Alongside this, the launch of a new parking system went live, which will allow residents to fulfil tasks such as parking permits and paying fines.
- 5.1.3 The trial on customer notification, which had been ongoing for customer cases about fly-tipping has been paused until a new IT system is implemented in Street Scene.
- 5.1.4 A resident engagement session was held to help design correspondences templates to residents for Revenues and Benefits and the feedback received will be used to make improvements within the next quarter.

5.2 KPIs

5.2.1 There are five KPIs for this priority, which monitor customer services. Three KPIs met the Q2 target – satisfaction with customer services; web and phone volumes. One KPI is Monitor only for Q2. One KPI did not meet the Q2 target.

- **Satisfaction with the council’s website – 30% against a target of 55%.** This KPI was below target in Q2, whilst other customer service performance indicators met the targets.

A new metric on the council website has now been agreed and will be used from Q3 onwards.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Overall satisfaction with customer services (excl. web satisfaction) (q)	Bigger is Better	90%	89%	89%	89.7% (G)	↓ W - 0.2%	89.9%	No benchmark available
Satisfaction with the council's website (q)	Bigger is Better	32%	55%	55%	30% (R)	↓ W - 5.3%	32%	No benchmark available
Increase in web volumes (r) ⁷	Bigger is Better	New for 19/20	10%	10%	+31% ⁸ (G)	New for 19/20	New for 19/20	No benchmark available
Reduction in phone volumes (r) ⁹	Bigger is Better	New for 19/20	30%	-7.5%	-8% ¹⁰ (G)	New for 19/20	New for 19/20	No benchmark available
Cost of Customer Service provision (via benefits tracker) (q)	Bigger is Better	New for 19/20	Reduce baseline by £400k (c.20%)	Monitor	£132k	New for 19/20	New for 19/20	No benchmark available

5.3 Risks

5.3.1 There are three risks to delivery of the actions for this priority. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- G&C021 - Unexpected Customer Service demand (risk score 9).** Unexpected increases in demand could lead to a budget pressure. A deep dive of services under the CSG contract, including Members Enquiries and complaints, was undertaken in May 2019. The results from the deep dive will be used inform proactive interventions. A business case focusing on the end-to-end customer experience has been drafted and will be presented to P&R Committee in December 2019.
- G&C022 - Website User Experience (risk score 6).** This risk relates to the potential failure of the website (for technical or accessibility reasons) to support the channel shift ambitions. Customer service data is regularly reviewed to feed into improvements to the website. Work has been ongoing in Q2 to ensure the council website meets new Government regulations, which requires the website to have AA accessibility to ensure it can be used by residents with accessibility needs.
- G&C019 - MTFs Customer Service Savings 19/20 (risk score 12 – increased from 9).** The £400k savings may not be delivered in 19/20 due to a lack of demand reduction and/or channel shift to online improvements. Demand reduction initiatives are in place for high

⁷ Percentage increase in web volumes compared to same time last year.

⁸ Rolling 12 months to September 2019.

⁹ Percentage reduction in phone volumes compared to same time last year.

¹⁰ Rolling 12 months to June 2019

volume services; the Customer Transformation programme is delivering a range of online improvements; and safeguards are in place to protect service areas that are used by the most vulnerable residents and those that cannot get online. The level of channel shift has not proceeded as originally expected, as call volumes have not reduced as envisaged. To remedy this, a new phone Interactive Voice Response (IVR) system was launched in September 2019, which has acted on user feedback to be more streamlined. The new parking permit system was launched in September 2019. The risk score has increased due to the delay in meeting the savings.

6. Continuing to work effectively with strategic partners	Q2 Status
	Good

6.1 Summary of Actions Good progress

6.1.1 A Community Together Network (CTN) meeting took place in September 2019 with 40 attendees including several organisations new to the CTN. The meeting focused on mental health and funding. Feedback was largely positive, and the council is hoping to maintain this level engagement at CTN meetings going forward. No strategic partnership board meetings took place in Q2, with the next meeting due to take place in December 2019.

6.2 KPIs

6.2.1 There is one KPI for this priority, which monitors attendance at strategic partnership meetings. 57% of those who accepted a meeting invite attended the strategic partnership meeting in Q2. Although the percentage attendance fell from Q1 (70%) the number of attendees increased to 40 (from 24) showing a higher level of interest in the meeting.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Overall attendance at strategic partnership meetings	Bigger is Better	New for 19/20	80%	80%	57% ¹¹ (R)	New for 19/20	New for 19/20	No benchmark available

6.3 Risks

6.3.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risks.

- **G&C023 - Ineffective partnership approach (risk score 9).** If strategic partners do not engage with the council this could lead to an ineffective working and may impact on the delivery of joint aims and priorities. A review of membership and terms of reference is being undertaken by the strategic partnership board to ensure all partners fully contribute, including on the ‘Together, we are Barnet’ campaign.

¹¹ The result is an estimate based on attendance at the Partnership Board and CTN meetings.

7. Planning strategically to enable Barnet to grow and meet the needs of residents	Q2 Status
	Good

7.1 Summary of Actions Satisfactory progress

- 7.1.1 Public consultation was completed on the new Growth Strategy, which has prepared the way for a new Draft Local Plan to be presented to P&R Committee in December 2019.
- 7.1.2 The updated Local List of heritage assets will be presented to the same Committee. Preparation has also begun on several forthcoming Supplementary Planning Documents (SPDs), including Middlesex University and the Burroughs, Edgware Town Centre and a Height Strategy for the borough, including Major Thoroughfares.
- 7.1.3 BNP Paribas have been appointed to carry out a review of the Community Infrastructure Levy (CIL), which is due in December 2019. A Draft Infrastructure Delivery Plan is expected to be ready for public consultation, alongside the Local Plan.

7.2 KPIs

- 7.2.1 There is one KPI for this priority, which monitors delivery of planning policy documents such as the Local Plan and Supplementary Planning Documents. Generally, there will be two to three outputs per annum, except with the Local Plan stages.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Deliver Planning Policy Documents	Bigger is Better	New for 19/20	100%	100%	100% ¹² (G)	New for 19/20	New for 19/20	No benchmark available

7.3 Risks

- 7.3.1 There are three risks to delivery of the actions for this priority. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.
- **G&C024 – Delay of Local Plan (risk score 8).** Significant objections or lack of support for draft policies or proposed site allocations could delay the Local Plan timetable resulting in delayed adoption of new policies to guide development and scrutiny by the MHCLG. During Q1, the Local Plan was delayed from April 2019 until December 2019, which could impact on the ability for the plan to provide timely policy for planning applications. The risk is being managed through documentation of appropriate evidence and several stages of public consultation and Member engagement.
 - **G&C025 - Delays to policy documents (risk score 4).** Unnecessary delay to the consideration of proposed projects and policy documents may result in missed opportunities to influence planning implications or delays to decision about sites/projects. To manage this risk a minimum number of Committee meetings are scheduled over the year and supplementary meetings can be convened if required. The schedule of Committee meetings for 2019/20 is sufficient to meet the volume and frequency of work coming forward from the Planning Policy team.

¹² Article 4 Direction was 'confirmed'.

- **G&C026 - Local plan housing target (risk score 12).** Changes to national or regional policy or targets could limit the council's ability to secure policy alignment or deliver progress with policy in a timely manner resulting in the Local Plan not being compliant. This risk is being monitored by sub-regional groups such as the West London Alliance, London Councils and the Association of London Borough Planning Officers. The London Plan examination report has been published resulting in a reduced housing target for the council following removal of the small sites target. A range will be taken forward as the new housing target, setting a baseline acknowledging the London Plan, as well as noting where a design-led approach may enable the council to achieve MHCLG's 'unconstrained delivery' target for new homes. The Local Plan will now proceed to P&R Committee in December 2019, with consultation on Regulation 18 commencing in the New Year.

8. Being resilient as a local authority	Q2 Status Good
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8.1 Summary of Actions Good progress

8.1.1 The Organisational Resilience Team continued to provide resilience to meet the Resilience Standards for London by focusing on out-of-hours emergency response arrangements and staffing levels. There continued to be ongoing engagement with partner organisations and the community to ensure full participation in the Borough Resilience Forum (BRF) to plan for any identified risks. A work programme around Business Continuity Plans and testing provides assurance that the council will be able to provide key services in the event of any business interruption, with a second review due to be undertaken in February 2020.

8.2 KPIs

8.2.1 There are no KPIs for this priority.

8.3 Risks

8.3.1 There are three risks to delivery of the actions for this priority. These have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **AG022 - Inability to effectively respond to Major Emergency Incident (risk score 8).** Failure to implement the EP2020 recommendations and non-compliance to the Resilience Standards for London could lead to the inability to effectively respond to a major emergency. The focus in Q2 has been on out-of-hours emergency response arrangements and staffing levels.
- **AG023 - Inadequate Business Continuity incident response (risk score 12).** Inadequate planning, non-compliance and a lack of trained staff could lead to the council being unable to respond adequately to an incident. There is a new Corporate Business Continuity Strategy and Plan and a review of Business Continuity arrangements was undertaken in Q1, which looked at strategy, exercises, training and resources. The corporate BC Plan was presented to CMT in September 2019. All services have produced/updated Business Impact Assessments and Critical Desk Requirements to detail service tolerance to business disruption. Partner organisations are to confirm their state of preparedness to relevant CMT members. The BC Plans are being reviewed in preparation for Brexit.
- **AG042 - Partner Agencies attention (risk score 8).** A major or continuing incident could demand the attention of partner agencies away from the Borough Resilience Forum (BRF). There continued to be ongoing engagement with partner organisations and the Chair to

ensure full participation in the BRF and exercises involving businesses and the community. The BRF Risk Register is regularly reviewed to ensure it reflects local issues.

8.3.2 In addition to the risks in the Annual Delivery Plan, there was a *strategic* and *service risk* for this priority that were scored at a high (15 to 25) level in Q2.

- **STR20 - Dependency on staff to manage urgent issues (NEW) (risk score 16).** This was a new strategic risk identified by CMT as part of Q2 19/20 risk review. CMT raised a concern that they might be over-relying and dependent on a small number of staff to manage pressure points across the organisation - and should staff become unavailable this could pose a significant risk to the organisation. To manage the risk, HR is working with services to review workforce/succession planning and opening up opportunities for learning and development, including through the Apprenticeship Levy.
- **AG020 - Audit actions not implemented (risk score 16).** If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion. In Q1, 73% of high priority actions were completed by the deadline. This was below the target of 90% and a deterioration on performance in Q4, when 82% of actions were confirmed as implemented. The risk score will remain unchanged until there is assurance that the implementation of audit actions is sustainable and consistent. An update on the implementation of Q2 high priority actions was presented to Audit Committee on 30 October 2019.

9.	Ensuring residents are treated equally, with understanding and respect, and all have access to quality services	Q2 Status
		Good

9.1 Summary of Actions Good progress

9.1.1 The Equality, Diversity and Inclusion (EDI) plan highlighted a need for better demography intelligence. Demographic data about Barnet's workforce is now being shared and a plan is being developed in how to use this information.

9.1.2 Equalities training has been delivered to Equality Champions and strategic leads ahead of the business reporting cycle for 2020/21. A draft of equality principles has been developed, which will form the core of a new Equalities Policy for the council. There will be a consultation with partners on these principles in Q3. The Equality Impact Assessment templates have been revised to be easier to use and provide more comprehensive information.

9.2 KPIs

9.2.1 There are three KPIs for this priority, which monitor the equality objectives. One KPI met the Q2 target, one KPI was not reported in Q2 and one KPI is reported annually in Q4.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Staff providing social identify information	Bigger is Better	New for 19/20	TBC ¹³	TBC	Due Q3 19/20 ¹⁴	New for 19/20	New for 19/20	No benchmark available

¹³ This will be confirmed in Q3.

¹⁴ The KPI will not be reported until Q3 as the methodology is being finalised.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Cumulative Equality Impact Assessments carried out for relevant policies and programmes (Annual)	Bigger is Better	New for 19/20	100%	100%	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available
Community Together Network (CTN) Bulletin circulated to voluntary and faith communities (q)	Bigger is Better	New for 19/20	24	6	6 (G)	New for 19/20	New for 19/20	No benchmark available

9.3 Risks

9.3.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risks.

- **G&C036 - Compliance with Equality Duty (risk score 12).** This risk is being managed through mandatory learning and development on the Public Sector Equality Duty. Guidance material and advice is available for staff requiring support, including on Equality Impact Assessments (EIAs). A new training programme for Equality Champions and strategic leads commenced in August 2019, which will ensure staff are aware of the organisation's duty to meet the Public Sector Equality Duty. A new Equalities Hub was launched on the staff intranet. A new Equalities Policy is being drafted and will be presented to P&R Committee in December 2019.