

**Draft Annual Governance Statement 2009-10****1. SCOPE OF RESPONSIBILITY**

- 1.1 Herefordshire Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.2 In discharging this duty, the Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions. These include arrangements for the management of risk.
- 1.3 The Council has adopted a code of corporate governance that is consistent with the principles of the Chartered Institute of Public Finance & Accountancy (CIPFA) / Society of Local Authority Chief Executives (SOLACE) framework for delivering good governance in local government. A copy of the code can be obtained from the Assistant Chief Executive (Legal & Democratic Services).
- 1.4 The Annual Governance Statement for 2008/09 explains how the Council has complied with its code of corporate governance. It also explains how the requirements of regulation 4(2) of the Accounts and Audit Regulations 2003, as amended by the Accounts and Audit (Amendment) (England) Regulations 2006 in relation to the publication of a statement have been met.

**2. THE PURPOSE OF THE GOVERNANCE FRAMEWORK**

- 2.1 The governance framework comprises the systems, processes, culture and values by which the Council is managed and controlled. The framework also sets out how the Council accounts to, engages with and leads the community.
- 2.2 The governance framework enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and cost effective services.
- 2.3 The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives as an individual's failure to comply with policies and procedures, even when provided with comprehensive training on them can never, be entirely eliminated.
- 2.4 The system of internal control is based on an ongoing process designed to:
  - a. Identify the risks to the achievement of the Council's policies, aims and objectives.

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- b. Evaluate the likelihood and impact of the risks should they be realised.
- c. Identify and implement measures to reduce the likelihood of the risks being realised and to negate or at least mitigate their potential impact.

### 3. THE GOVERNANCE FRAMEWORK

- 3.1 The Council's corporate governance framework was approved by the Audit and Corporate Governance Committee on 21<sup>st</sup> November 2008. It seeks to ensure that the principles of good governance are embedded into all aspects of the Council's work. The five principles agreed by the Audit and Corporate Governance Committee have been linked to the six principles of good governance outlined in the SOLACE/CIPFA publication 'Delivering Good Governance in Local Government.'
- 3.2 For ease of reference, the following table matches the Council's set of principles with those contained in the SOLACE/CIPFA guidance.

<b>SOLACE / CIPFA* Guidance - Principle 1</b>	Focusing on the purpose of the authority, on outcomes for the community and creating and implementing a vision for the local area.
<b>Council - Principle 1</b>	Provide the best possible service to the people of Herefordshire.
<b>SOLACE / CIPFA* Guidance - Principle 2</b>	Members and officers working together to achieve a common purpose with clearly defined functions and roles.
<b>Council - Principle 2</b>	Define the roles of members and officers, ensure that they work together constructively, and improve their effectiveness.
<b>SOLACE / CIPFA* Guidance - Principle 3</b>	Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
<b>Council - Principle 3</b>	Require high standards of conduct.
<b>SOLACE / CIPFA* Guidance - Principle 4</b>	Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.
<b>Council - Principle 4</b>	Take sound decisions on the basis of good information.
<b>SOLACE / CIPFA* Guidance -</b>	Developing the capacity and the capability of

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Principle 5	members and officers to be effective.
<b>Council - Principle 2</b>	Define the roles of members and officers, ensure that they work together constructively, and improve their effectiveness.
<b>SOLACE / CIPFA* Guidance - Principle 6</b>	Engaging with local people and other stakeholders to ensure robust public accountability.
<b>Council - Principle 5</b>	Be transparent and open: responsive to Herefordshire's needs and accountable to its people.

- 3.3 To comply with the Code of Governance (approved by Council on 31st October 2008) the following has been carried out.

**Principle 1 Provide the best possible service to the people of Herefordshire**

- 3.4 There is an agreed Annual Operating Plan for 2009/10.
- 3.5 The Council has a joint Risk management and Assurance Policy and Joint Risk Management Assurance Guidance which was approved by Cabinet on 26<sup>th</sup> November 2009
- 3.6 The Council has an Environmental Management system (British Standard 14001).
- 3.7 The Council continues to develop the deep partnership with Herefordshire Primary Care Trust, with work being done on the best approach to shared service delivery.

**Principle 2- Define the roles of members and officers, ensure that they work together constructively, and improve their effectiveness**

- 3.8 The Constitution clarifies roles and responsibilities and ensures accountability for setting the policy framework; including the corporate objectives and long term outcomes in the Corporate Plan, for fulfilling executive functions; including a much clearer scheme of delegation to officers, improved planning arrangements and greater clarity of roles for all councillors.
- 3.9 The role(s) of scrutiny are now clearly set out in the Constitution; the recommendations of the recent scrutiny review have been implemented and scrutiny work programmes will now include policy development, regular performance management (using the ICPR) and scrutiny reviews.
- 3.10 The new scheme of delegation will enable elected members to focus on strategic priorities.

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3.11 The Chief Executive is the Head of Paid Service, the Director of Resources is designated the Section 151 Officer and the Assistant Chief Executive - Legal and Democratic is designated the Council's Monitoring Officer.

3.12 There is a formal staff performance review requirement for all officers.

**Principle 3 – Require High Standards of Conduct**

3.13 Member officer development on a range of governance topics has been undertaken in the past 12 months. This has included training for Members and Officers on the new Constitution, on the single Planning Committee, to which members of the Standards Committee were invited to attend. A bespoke programme of development was carried out to support of the overview and scrutiny function, and work planning activity in particular.

3.14 Work has continued with Parish Councils to promote good local governance, including undertaking some targeted work with some Councils and more general training and development work with HALC. The Herefordshire Parish Compact was highlighted in a national study on Parish governance.

3.15 There are Codes of Conduct for Members and Officers

3.16 The Standards Committee has continued to actively promote high standards of ethical behaviour through its casework, training and development activities. The Standards Committee were consulted on the new Constitution to ensure that it reflected high ethical standards.

3.17 Additional Independent Members have been appointed to serve on the Standards Committee.

3.18 The Council continues to develop its shared values, which act as a guide for decision making and a basis for developing positive and trusting relationships within the Council.

3.19 There are procedures and policies in place to ensure that Members and Officers are not influenced by prejudice, bias or conflicts of interests when making decisions and when dealing with stakeholders.

3.20 A register of member's interest is maintained and updated on a regular basis.

3.21 A updated Antifraud and Anticorruption Policy is in place

3.22 A Whistle blowing Policy is in place, and forms part of the Council's Constitution.

3.23 There is a formal Monitoring Officer Statement in relation to the use of the Monitoring Officers powers.

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- 3.24 Written assurances are received from key managers. These assurances highlight areas of concern and confirm that the service area has effective controls in operation.

**Principle 4 - Take sound decisions on the basis of good information**

- 3.25 There is an overview and effective scrutiny function that encourages constructive challenge.
- 3.26 The Council has an Audit and Governance Committee, which is independent of the executive and scrutiny functions.
- 3.27 The new report writing framework and template has been developed to ensure that all reports have contributions from key support officers e.g. finance, legal, risk management, consultation. Report writing guidance makes it clear what other matters should be considered when preparing reports e.g. equalities and human rights, alternative options
- 3.28 Decisions made by Cabinet and Committees are based upon written reports as presented.
- 3.29 There is a Data Quality Policy previously agreed by Cabinet

**Principle 5 - Be transparent and open: responsive to Herefordshire's needs and accountable to its people**

- 3.30 All meetings are held in public unless there are legal reasons for confidentiality.
- 3.31 The format of the Cabinet meeting has been changed to ensure greater transparency of decision making and to emphasise the separate roles of cabinet members, scrutiny members, political group leaders and to ensure that those in attendance express the views of the members of the Committee or group that they represent. Cabinet debates should be more focused and decisions are better informed as a result
- 3.32 The public are allowed to ask a question at Council as long as a copy of the question is deposited with the Assistant Chief Executive – Legal and Democratic.
- 3.33 There is a Herefordshire Customer Insight Unit, established as a single point of contact for Herefordshire Council and the Primary Care Trust. The unit is made up of officers from across the Council and Primary Care Trust, who work together to administer and monitor feedback.
- 3.34 Since being established in January 2010 a total of 177 compliments and 352 complaints have been received, it should be noted that no complaints were escalated to the Local Government Ombudsman or to the Parliamentary and Health Service Ombudsman.
- 3.35 Arrangements are in place for the Council to engage with the public, and these include the publication of the Herefordshire Matters Magazine and public meetings as part of Partners and Communities Together (PACTs).

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**4. REVIEW OF EFFECTIVENESS**

- 4.1 Herefordshire Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the managers within the Council who have responsibility for the development and maintenance of the governance environment, the Chief Internal Auditor reports on the audits conducted throughout the year, and also by comments made by the external auditor and other review agencies and inspectorates.
- 4.2 The process of review is continuous and results in the Chief Internal Auditor's assurance reports presented at each meeting of the Audit & Corporate Governance Committee. These reports are used to inform the Annual Governance Statement. The Annual Governance Statement is signed by the Leader of the Council, the Chief Executive, Director of Resources and Assistant Chief Executive - Legal & Democratic.
- 4.3 The main independent sources of assurance on the operation of the corporate governance framework are the Council's Audit Services team, its external auditors and other external review bodies and the Audit and Governance Committee.
- 4.4 The review of effectiveness for the current financial year identified that the following work had been undertaken in 2009/10 in relation to the key aspects of the Council's governance framework outlined in paragraph 4.5 to 4.70.

**a. Constitution**

- 4.5 The first phase of the review of Constitution led by The Interim Assistant Chief Executive - Legal and Democratic has been completed. With Council approving the revised Constitution on 13<sup>th</sup> November 2009.
- 4.6 The involvement of the Constitution Review Working Group (CRWG) Members (and other Members) demonstrates that the development of the new constitution has been an opportunity for issues to be discussed, options considered and proposals recommended to Council, thus demonstrating the active participation of Members in governance and constitutional matters
- 4.7 The Council's new Constitution sets out the way the Council functions, the responsibilities of its constituent parts and the rules and codes it applies in a simple and easily understood format. This work has been progressed by the Interim Assistant Chief Executive Legal and Democratic (Monitoring Officer) with the support of the Constitutional Review Working Group (CRWG).
- 4.8 The Constitutional Review Working Group has commenced work on Phase 2 of the constitutional and governance review.
- 4.9 The Council approved a new Budget & Policy Framework, Financial Procedure Rules and Contract Procedure Rules in July 2008, along with

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'mini guides' for members and officers on the asset management, financial management and procurement issues covered in these documents. These are under review as part of phase two of the constitutional review.

- 4.10 The financial management training programme for officers continued during the year. During the year members attended a wide range of training subjects/events including new Constitution workshops.
- 4.11 Part 5 of the Council's Constitution 'The Codes' sets out various codes included the updated Members Code of Conduct, Code on Gifts and Hospitality and the updated member/Officer Relations Protocol, came into effect from 1<sup>st</sup> January 2010.
- 4.12 One decision made by Cabinet was called in during 2009/10 as follows:
- a. ESG Retail Quarter Development Agreement.
- 4.13 Cabinet responded formally to the comments made by the Community Services Scrutiny Committee.
- 4.14 On 28<sup>th</sup> May 2010 the Annual Report of the Overview and Scrutiny Committee was presented to Council. The report summarised the work undertaken by the six Scrutiny Committees in 2009/10. It is intended that the summary report will form the basis of a fuller Herefordshire Council Scrutiny Committees Annual Report 2009/10 which will be published and made available on the Council's website.

**b. Corporate objectives & priorities**

- 4.15 On 17<sup>th</sup> March 2009 Joint Management team approved The Council's Annual Operating Statement 2009-10, which set out what the Council had already done and what it intended to do over the years 2009-10 and 2010-11. The Operating Statement was based on the Council's Corporate Plan for 2008-11 and showed progress against key commitments and targets for 2008-09, it also refreshed the targets for the remaining years of the Corporate Plan and the key actions needed to achieve them. The Statement provides the starting point for performance monitoring reporting and management across the Council during 2009-10.

**c. Medium Term Financial Strategy**

- 4.16 The Medium Term Financial Strategy was developed in line with the Council's approved financial procedures. There was an integrated approach to corporate, service and financial planning processes.
- 4.17 The updated Medium Term Financial Management Strategy for 2009-12 was presented to Cabinet on 19<sup>th</sup> February 2009. Cabinet recommended to Council the recommendations for updating.
- 4.18 In their Use of Resources report dated November 2009, the Audit Commission noted that *'there is a good well integrated system for medium term financial planning linked to priorities and we have seen many positive outcomes from the process'*.

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- 4.19 On 21<sup>st</sup> October 2008 Council reviewed and approved the revised Code of Governance. Both the Audit and Corporate Governance Committee and the Standards Committee took part in the consultation process.
- 4.20 The Audit & Corporate Governance Committee approved the Annual Governance Statement for 2008/09 at its June 2009 meeting. Actions taken on the significant internal control issues identified in the year were reported to the Audit and Governance Committee during the year.
- 4.21 The three Interim Assurance Reports by the Chief Internal Auditor informed the Audit and Corporate Governance Committee of progress on key issues identified in 2008/09
- 4.22 The significant internal control issues identified in the Annual Governance Statement for 2008/09 are being addressed, with the current status outlined in the current Chief Internal Auditors Annual Assurance Report.
- 4.23 The Audit & Corporate Governance Committee considered the Audit Commission's Annual Governance Report at their September 2009 meeting. The Audit Commission made seven high priority recommendations, which have been accepted and actioned by the Director of Resources.
- 4.24 The review and update of the Code of Governance forms part of the second phase of the review of the Constitution.

**e. Financial management arrangements**

- 4.25 The Audit Commission's Annual Audit and Inspection Letter dated December 2009 highlighted that the Council manages its finances well and that the Council was aware that future cost pressures such as an aging local population and reductions in central government funding, will mean that the medium term financial position will be difficult.
- 4.26 The Council responded to the Audit Commission's Use of Resources Report dated November 2009 A detailed action plan was presented to The Audit and Corporate Governance Committee at its January 2010 meeting in response to the opportunities for improvement that were identified.
- 4.27 The Council delivered services within budget for 2009/10.

**f. Performance management arrangements**

- 4.28 The Audit Commission's Use of Resources Report dated November 2010 highlights that the way the Council monitor and manages its performance has improved. .



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- 4.29 The framework has been refreshed to take account of the Council's deep partnership with the PCT.
- 4.30 The performance Improvement framework encompasses the Council's arrangements for preparing directorate and service plans in support of corporate priorities.
- 4.31 The arrangements for monitoring performance within directorates and reporting progress to members is established and culminated in regular Integrated Corporate Performance Reports to Cabinet in 2009/10 The performance report details performance against key priorities, targets and commitments. Each Integrated Corporate Performance Report is subject to rigorous challenge by the Overview and Scrutiny Committee and the relevant scrutiny committees.
- 4.32 The end of year Integrated Corporate Performance Report was presented to Cabinet on 17<sup>th</sup> June 2010. In summary the report states that
- a. Direction of Travel: For those indicators where data has been reported that can be compared with the same period last year, only 50% are showing improvement.
  - b. Achievement of Targets: where either end of year or latest data is available 54% of indicators have achieved target.
  - c. The majority of Local Area Agreement indicators are on track.
  - d. Joint Management Team will be adopting a new approach to performance improvement, with an increased focus on how performance improvement is built in to the day to day work of Directorates, aided by the rollout of Performance Plus which will provide senior managers with 'live' performance information.
- 4.33 Each directorate has a designated Performance Improvement Manager who works alongside the directorate management team and senior managers to ensure that performance management is embedded into directorate and service activities.

**g. Risk management arrangements**

- 4.34 The Cabinet Member Resources has responsibility for Risk Management, with the Deputy Chief Executive responsible for risk management at officer level. In November 2009 Cabinet approved the Joint Risk Management Policy and the Risk Management Assurance Guidance,
- 4.35 The Audit Commission's Annual Letter dated December 2009 highlighted that risk management was adequate and that the council needed to review the effectiveness and impact of risk management in helping to deliver innovative projects.

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- 4.36 Follow up action on Audit Services recommendations made in 2008/9 showed that planned progress was a lot slower than planned. The new Deputy Chief Executive is giving risk management a high priority, with Joint Management Team considering a report by an external consultant. Future action will include annual mandatory risk management training for directors, heads of Service and key managers. Further follow work will be carried up by Audit Services.

**h. Anti fraud, anti corruption and whistle-blowing policies**

- 4.37 As part the Council's review of the Constitution Council approved the revised Confidential Reporting Code (Whistle-blowing) in November 2009, which was distributed to members and officers. Officers are also made aware of these policies through reminders on payslips and other corporate communication channels. This has been supported by training for employees, which also covered the officer code of conduct, the Anti Fraud Policy and the Whistle-blowing Policy.

**i. Project management arrangements**

- 4.38 The Council has adopted the Prince 2 project management methodology for all major programmes and projects. The key principles of the Prince 2 methodology are applied to the management of less major projects. There is a Corporate Programmes team with project management responsibilities.

**j. Community engagement**

- 4.39 Cabinet approved the joint Hereford Council and NHS Herefordshire Customer Strategy on 26<sup>th</sup> November 2009.
- 4.40 Community engagement continues to be given a high priority. As well as a heavy programme of questionnaire based surveys on a wide range of topics two new initiatives were established in 2009-10. "Herefordshire 100" is a mechanism established to consult minority groups, such as migrant agricultural workers or the BAME (Black, Asian and other Minority Ethnic Groups) population, by training "community researchers" who interview people from similar backgrounds to themselves.
- 4.41 The "Reaching the Hearts of Herefordshire" programme has been introduced to support elected members in their role as community leaders, and in engaging local people, community groups and partners in order to achieve outcomes in line with the priorities of ward constituents. The Council makes all its communication activities visible by a "Have your say" link on the home page of the website.
- 4.42 The Council together with its partners run PACT (Partners and Communities Together) meetings in 12 locations across the county. One of the aims of these meetings is to contribute to building strong links with local communities; they also provide an opportunity for members of the public to raise issues of concern and for the Council to explain how services are provided. During 2009/10 there were 36 PACT meetings. Feedback continues to inform corporate objectives and priorities and service improvements.

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4.43 In Partnership with the Primary Care Trust the newsletter 'Herefordshire Matters' was published regularly during the year

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**k. Data Quality**

4.45 The Audit Commission's Use of Resources Report dated November 2009 recognises that the Council has had to do a lot of work to make sure that the data it produces is accurate, they also recognise that it is starting to pay off as the information that it uses to make decisions is getting better although it is not complete yet.

4.46 The annual report on progress against the 2009/10 data quality action plan is scheduled to be considered by Cabinet on 22 July 2010. It will show a marked improvement during the second half of the year. There are now no tasks rated 'red' although a number are still amber. There are three reasons for this; the task depends on other organisations, the task is still underway but not complete or the task is part of a continuing process.

4.47 The Data Quality Policy is due for review, this is in progress.

**l. Independent review**

4.48 The Audit & Corporate Governance Committee met five times during the year. The Audit Commission's Annual Audit Letter dated December 2009 states that *'the Audit & Corporate Governance Committee provides robust challenge'*.

4.49 Herefordshire's responsibility for maintaining an effective internal audit function is set out in Regulation 6 of the Accounts and Audit Regulations 2003. This responsibility is delegated to the Director of Resources, the officer with responsibility for the administration of the Council's financial affairs as set out in section 151 of the Local Government Act 1972.

4.50 The Audit Services team operates in accordance with best practice, professional standards and guidelines. The team independently and objectively reviews, on a continuous basis, the extent to which reliance can be placed on the internal control environment. This is evidenced by the opinion given on the Council's overall system of control by the Chief Internal Auditor which is given as satisfactory for 2009/10.

4.51 The Audit & Corporate Governance Committee receives interim and annual reports on internal audit activity and approves the annual audit plan and Audit Strategy.

4.52 The Audit Commission's Use of Resources Report dated November 2009 informed the Council that *'Internal Audit play a key role in the Council's assurance framework, but the Council has not yet formally accessed the effectiveness of its system of internal audit'*.

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- 4.53 The formal review of the Council's system of internal audit is currently in progress.
- 4.54 The Monitoring Officer will be commenting on the Annual Ombudsman Report, which is due to be received by the Council some time in June 2010., in addition the Monitoring Officers formal statement regarding the use of Monitoring Officer powers will be published in July 2010.
- 4.55 Following the review of the Council's fundamental systems and other key systems the out come was that all fundamental were either good or satisfactory, however a marginal audit opinion was given to the key system ISIS which is used to pay independent providers for social care services.

**m. External Inspections****Annual Audit and Inspection Letter (December 2009)****Value for money**

- 4.56 The Audit Commission in their Annual Audit Letter stated that *'Herefordshire Council had adequate arrangements to secure economy, efficiency and effectiveness in its use of resources.* The Letter also notes the progress made on planning services that should also save money. The setting up of the Integrated Commissioning Directorate between the Council and NHS Herefordshire is seen as a positive method to deliver improvements

**Procurement Issues**

- 4.57 The Council is making steady progress embedding good procurement practice and monitoring adherence to the procurement framework. The Council has put in place effective arrangements to manage and challenge the change in partnership arrangements with Amey.

**Comprehensive Area Assessment**

- 4.58 The organisational assessment was 2 out of 4. The Council is viewed as being "on a springboard for future improvement". Improvements to the way it manages itself are evident in many areas but more time is needed to see the full results. Major changes have been made to the way the Council and NHS Herefordshire work together.
- 4.59 Managing performance was assessed as 3 out of 4 with good plans for the future of the county which will lead to radically changing the way that organisations work together. Changes to services have led to improvements for people.
- 4.60 Ofsted has rated the Council's children services as performing well with A level exam results being amongst the best in the West Midlands. GCSE rates are showing improvements. The Council looks after the children in its care well
- 4.61 Services for adults are improving and people are being more involved in planning and deciding the care they get. Further improvements can be made by making the process more systematic and collecting views of these who use the Council's services

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- 4.62 The Council has a good understanding of the needs and view of the people in the county. People's satisfaction with individual services is better than their satisfaction with the Council as a whole. Research is underway to understand this difference.

**Information Technology Security Techniques (ISO 27001)**

- 4.63 The external assessor SGS completed their last 2009/10 certification audit in November 2009 and concluded that Herefordshire Council has established and maintained its management system in line with the requirements of the standard and demonstrated the ability of the system to systematically achieve agreed requirements for products and services within the scope and the Council's policy and objectives. There were no major issues identified.
- 4.64 The Council's certification was continued

**Environmental Management System (ISO 14001)**

- 4.65 The external assessor SGS completed their last 2009/10 certification audit in January 2010, and concluded that Herefordshire Council has not established and maintained its management system in line with the requirements of the standard and demonstrated the ability of the system to systematically achieve agreed requirements for products and services within the scope and the Council's policy and objectives. There was one major non conformity identified.
- 4.66 The Council's certification was continued.
- 4.67 A substantial number of GEM audits had to be postponed or cancelled as there was a lack of trained auditors across the Council.

**n. Assurances by Key Managers**

- 4.68 Written assurances have been received from key managers. These assurances highlight areas of concern and confirm that:
- (a) Action is being taken on recommendations from audit reviews.
  - (b) Council money is being banked promptly and that reconciliations to the Council's corporate finance systems are up to date.
  - (c) Gifts and hospitality have been declared in line with Council policy.
  - (d) Effective controls are operational in each service area.
- 4.69 Written assurances have also been received from directors and heads of service giving assurance that there are no incidents of suspected fraud or corruption within their service area.
- 4.70 The Audit & Corporate Governance Committee has been advised of the implications of the result of the review of the effectiveness of the governance framework. The Committee will monitor progress with plans

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to address the areas identified for improvement in order to ensure that systems are continually improved

**5. SIGNIFICANT GOVERNANCE ISSUES**

- 5.1 The significant governance issues identified as a result of the annual review of the Council's governance arrangements are as follows:
- 5.2 The review of the Code of Governance to be completed as soon as possible. ( Assistant Chief Executive – Legal and Democratic)
- 5.3 The need to continue to embed Risk Management. ( Deputy Chief Executive)
- 5.4 Review and update the Data Quality Policy. ( Deputy Chief Executive)
- 5.5 The formal assessment of the Councils system of internal audit.( Director of Resources)
- 5.6 The Monitoring Officers Statement is completed as soon as possible. (Assistant Chief Executive – Legal and Democratic)
- 5.7 Ensure that improvements are made to the key system given a marginal audit opinion.( Director of Resources)
- 5.8 Improve Corporately in relation to the completion of the Good Environmental Management Audit Plan. (Sustainable Communities Director).

Cllr Roger Phillips  
Leader of the Council

Signed:  
Date:

Chris Bull  
Chief Executive & Head of Paid Services

Signed:  
Date:

David Powell  
Director of Resources & Section 151 Officer

Signed:  
Date:

Charlie Adan  
Interim Assistant Chief Executive - Legal &  
Democratic :

Signed:  
Date