



**GREAT YARMOUTH**  
BOROUGH COUNCIL

**URGENT SUPPLEMENTARY  
AGENDA**

**for the  
meeting of the**

**COUNCIL**

**on**

**30 October 2008**

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**COUNCIL**

**30 October 2008**

**URGENT SUPPLEMENTARY AGENDA**

**7. Annual Governance Statement**

The Head of Financial Services report is attached (Pages 26 – 41)

**\* \* \* \* \***

Subject: Annual Governance Statement

Report to: Council – 30 October 2008

Report by: Seb Duncan, Head of Financial Services

**SUBJECT MATTER/RECOMMENDATIONS**

**That the revised Annual Governance Statement 2007/08 is approved by the Council. This matter is deemed urgent as the External Auditors are not able to sign off the Audit until the Annual Governance Statement is approved, as amended.**

**1. INTRODUCTION/BACKGROUND**

- 1.1 Council approved the Annual Governance Statement on 26<sup>th</sup> June 2008. As part of their audit of the financial statements, the external auditors are required to review the contents of the Annual Governance Statement to ensure that this document is consistent with their findings during the audit.
- 1.2 In the Annual Governance Statement it was noted that the handover to the new internal audit service provider had resulted in a reworking of the internal audit plan to ensure adequate coverage, and had led to delays in finalising reports relating to the 2007/08 audit plan. At the time at which the Accounts were approved, the Audit and Risk Committee had not considered the Head of Internal Audit's report on Internal Audit Activity for the period 1 October 2007 to 31 March 2008. This report, due to be considered by the Audit and Risk Committee in December 2008, highlights limited assurance relating to the standards of internal control operating at the Council between 1 October 2007 and 31 March 2008.
- 1.3 The limited assurance was based on audits of Accountancy Services and Car Parking, where a number of High Priority recommendations were made. These were:
- Procedure notes should be prepared/updated for all aspects of Accountancy Services
  - Reconciliation of the investment register to the financial ledger should be carried out in a regular and timely manner
  - Control account reconciliations should be undertaken on a monthly basis

throughout the year

- Bank reconciliations should be completed on a monthly basis
- The asset register should be periodically reconciled to the accounting records.
- Discussions should take place to determine the appropriate management information to be produced for the car parks service
- Bank statements should be reconciled to the car park income collected and recorded by the contractor
- Cashier's staff should be provided with clear guidance on the eligibility requirements for permits under the Residents Parking Scheme.
- The Council should undertake a study into the feasibility of introducing a fully computerised environment for all processes connected with excess charge notices
- A record should be maintained of outstanding Excess Charge Notices
- A formal record should be maintained of all cancelled Excess Charge Notices
- The present arrangements which allow cashiers to cancel Excess Charge Notices should be withdrawn

- 1.4 It should be noted that a number of these recommendations had already been addressed as part of the ongoing improvements to services.
- 1.5 A further recommendation is therefore included in the Annual Governance Statement to ensure that all High Priority recommendations are resolved by the due dates, and that the Audit and Risk committee receives regular update reports.
- 1.6 The Annual Governance Statement notes the weaknesses in relation to reconciliations of payroll, accounts payable, accounts receivable, housing rents, housing benefits, NNDR and the fixed asset register. The "Action proposed/being taken" states that all reconciliations have been carried out to the main feeder systems during the year.
- 1.7 During the course of their audit, the external auditors have highlighted that a number of these reconciliations were only undertaken at year end, and that in a couple of instances non trivial differences remained on the reconciliation. Further work has been requested during the audit.
- 1.8 The "Action Proposed / being taken" has therefore been amended to

“Reconciliations have been carried out to the main feeder systems by the year end 2007/08. In three instances non-trivial differences remained at the year end (Housing Rents, Council Tax and NNDR), and weaknesses were identified on the reconciliation of the Anite Property Maintenance system to the General Ledger. These will be investigated and resolved in 2008/09. All major reconciliations will be carried out on a regular basis in 2008/09.”

- 1.9 The revised Annual Governance Statement (as detailed above) is attached at Appendix A to this report.

**FINANCIAL IMPLICATIONS:**

None

**LEGAL IMPLICATIONS:**

It is a legal requirement to approve the Annual Governance Statement

**EXECUTIVE BOARD OR DIRECTOR CONSULTATION:**

No issue

**RECOMMENDATIONS**

Does this report raise any legal, financial, sustainability, equality, crime and disorder or human rights issues and, if so, have they been considered?	Issues	
	Legal	Legal requiremet
	Financial	No
	Risk	No
	Sustainability	No
	Equality	No
	Crime and Disorder	No
	Human Rights	No
	Every Child Matters	No

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## ANNUAL GOVERNANCE STATEMENT 2007/08

### 1. Scope of responsibility

Great Yarmouth Borough Council (GYBC) is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. GYBC 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.

In discharging this overall responsibility, GYBC is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, and which includes arrangements for the management of risk.

GYBC has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework *Delivering Good Governance in Local Government*. A copy of the code is on our website at [www.great-yarmouth.gov.uk](http://www.great-yarmouth.gov.uk), or can be obtained from the Head of Financial Services at the Town Hall, Hall Plain, Great Yarmouth, NR32 2QF. This statement explains how GYBC has complied with the code and also meets the requirement 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 on internal control.

### 2. The purpose of the governance framework

The governance framework comprises the systems and processes, and culture and values, by which the authority is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of GYBC's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place at GYBC for the year ended 31 March 2008, and up to the date of approval of the Statement of Accounts.

### **3. The governance framework**

Our governance framework derives from six core principles identified in a 2004 publication entitled the Good Governance Standard for Public Services. This was produced by the Independent Commission on Good Governance in Public Services – a commission set up by the Chartered Institute of Public Finance and Accountancy (CIPFA), and the Office for Public Management. The commission utilised work done by, amongst others, Cadbury (1992), Nolan (1995) and CIPFA / SOLACE (2001). These principles were adapted for application to local authorities and published by CIPFA in 2007. The six core principles are:

- 1) focussing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area;
- 2) members and officers working together to achieve a common purpose with clearly defined functions and roles;
- 3) promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour;
- 4) taking informed and transparent decisions which are subject to effective scrutiny and managing risk;
- 5) developing the capacity and capability of members and officers to be effective;
- 6) engaging with local people and other stakeholders to ensure robust public accountability.

#### **4. Focussing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.**

The Great Yarmouth 2020 Vision outlines the vision and aims for the area. It was produced by the Great Yarmouth Local Strategic Partnership (LSP) which brings together all relevant stakeholders, including those that deliver services in the area. Priorities have been identified through consultation with a wide range of stakeholders.

The Council's aims and objectives are set out in the annually updated Best Value Performance Plan. This contains a statement of our vision for the area, priorities and our business strategy. These priorities are linked to the 2020 Vision.

The Best Value Performance plan includes information about the Council's services, and list high level targets for 2020 and priorities for the forthcoming year. It includes performance indicators, both national and local, to show how well we performed in previous years, plus our plans against these indicators

for future years. The Cabinet receives an annual Medium Term Financial Strategy covering a three year period, which is used to set initial parameters for the coming budget process.

The Council has an effective performance management framework, which is driven by the Corporate Priorities, which are cascaded through service plans and individual employee appraisals. It is clearly laid out in the annual service and financial planning and performance management cycle.

The Council's Cabinet and Scrutiny Committee monitor and scrutinise progress against targets and performance in priority areas affecting relevant service areas, and consider and approve corrective action where necessary, on a quarterly basis. Regular reports are taken to the Council's Cabinet to monitor progress against budget for the General Fund and Capital Programmes. The Community Housing Board receive monitoring information for the Housing Revenue Account. The reporting processes are under constant review in order to develop its maximum potential, and we are exploring ways in which the financial information can be more closely linked to the service performance information.

The Council maintains an objective and professional relationship with external auditors and statutory inspectors, as evidenced by the Annual Audit Letter.

Through review by external auditors, external agencies, and Internal Audit, the Council constantly seeks ways of ensuring the economical, effective and efficient use of resources, and for securing continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

The Council reviews its financial and contract procedure rules on a regular basis, as part of a regular review of the Constitution, with revisions being adopted on an annual basis.

All budget heads are allocated to a named budget officer who is responsible for controlling spend against a budget, and who is also responsible for assets used in the provision of their service.

The Council continues to develop and refine systems for identifying and evaluating all significant risk, via the Audit and Risk Committee. The Council approved a revised Risk Management Strategy in May 2008, in order to embed risk management across the Council. The Audit and Risk Committee maintains the corporate risk register, and reviews progress towards achieving the action plan on a regular basis.

## **5. Members and officers working together to achieve a common purpose with clearly defined functions and roles**

The Council aims to ensure that the roles and responsibilities for governance are defined and allocated so that accountability for decisions made and actions taken are clear.

GYBC has adopted a constitution which sets out how the Council operated, how decisions are made and the procedures which are followed to ensure these are efficient, transparent and accountable to local people. It does this by appointing a Leader and Cabinet. The Leader then allocates executive responsibilities.

The Council publishes a forward plan which contains details of key decisions to be made by the Cabinet. Each Cabinet member has a specific portfolio of responsibilities requiring them to work closely with senior and other employees so as to achieve the Council's ambitions. Portfolio holders have been delegated individual decision-making powers.

Additionally, the Council appoints a number of committees to discharge the Council's regulatory and scrutiny responsibilities. These leadership roles, and the delegated responsibilities of officers, are set out in the Constitution which has been subject to review during 2007/08, with a revised version approved by Council in May 2008.

All Committees have clear terms of reference and work programmes to set out their roles and responsibilities. The Audit and Risk Committee provides assurance to the Council on the effectiveness of the governance arrangements, risk management framework and internal control environment.

Meetings are open to the public except where personal or confidential matters are being discussed. In addition, senior and other officers of the Council can make decisions under delegated authority – again the extent of these delegations is set out in the Constitution.

The Constitution also includes a Member / Officer protocol which describes and regulates the way in which Members and Officers should interact to work effectively together.

The Council's Managing Director (and Head of Paid Service) leads the Council's officers and chairs the Executive Board. All staff, including senior management, have clear conditions of employment and job descriptions which set out their roles and responsibilities.

The Head of Financial Services, as the s151 Officer appointed under the 1972 Local Government Act, carries overall responsibility for the financial administration of the Council.

The Head of Central Services, as Monitoring Officer, carries overall responsibility for legal compliance and his staff work closely with departments to advise on requirements.

The Council's Executive Board, consisting of the Managing Director and the Executive Directors, meets on a weekly basis to develop policy issues commensurate with the Council's aims, objectives and priorities. The Corporate Management Group, consisting of the Executive Board and the Heads of Service, considers internal control issues, including risk management, performance management, compliances, value for money and financial management.

The Corporate Management Board, consisting of the Cabinet supported by the Executive Board, reviews progress in achieving the Council's ambitions, priorities for action, performance management and forward planning for major issues.

The Council works in partnership with other organisations to deliver the Council's aims, policies and objectives. Partnerships are regulated by partnership agreements and service level agreements, and work is being undertaken to develop a Partnership Risk Register to set out the requirements of working in partnership with other organisations.

#### **6. Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.**

The Council has adopted a number of codes and protocols that govern both Member and officer activities. These are:

- Members Code of Conduct
- Officers Code of conduct
- Members' declarations of interest
- Member / officer protocol
- Register of Gifts and Hospitality

The Council takes fraud, corruption and maladministration very seriously and has the following policies which aim to prevent or deal with such occurrences:

- Anti-fraud and corruption policy
- Whistleblowing policy
- HR policies regarding disciplinary of staff involved in such incidents

It is the function of the Monitoring Officer to ensure compliance with established policies, procedures, laws and regulations. After consulting the Managing Director and Head of Financial Services, he will report to the full Council if he considers that any proposal, decision or omission would give rise to unlawfulness or maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.

The financial management of the Council is conducted in accordance with the financial rules set out in the Constitution and with Financial Regulations. The Council has designated the Head of Financial Services as the Chief Finance Officer in accordance with Section 151 of the Local Government Act 1972. The Council has in place a Medium Term Financial Strategy, updated annually, to support the aims of the Best Value Performance Plan.

The Council delivers Internal Audit services in line with the standards set out in the "Code of Practice for Internal Audit in Local Government in the UK", published by CIPFA. The Council has changed provider of Internal Audit Services in the year, from Norfolk Audit Services to Deloitte and Touche, as part of a larger consortium of Norfolk local authorities.

Individual services have produced Services Plans, which are prepared annually so as to incorporate the Council's strategic objectives into service activities. Annual Personal Development Reviews (PDRs) are carried out for all staff to jointly agree employee objectives and identify training and development needs. The reviews are monitored during the year.

## **7. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.**

The Council's Constitution sets out how the Council operates and the process for policy and decision making.

Full Council sets the policy and budget framework. Within this framework all key decisions are made by the Cabinet. Cabinet meetings are open to the public (except where items are exempt under the Access to Information Act).

The Leader's Forward Plan of key decisions to be taken over the next four months is published on the Council's website.

All decisions made by Cabinet are on the basis of reports, including assessments of the legal and financial implications, and consideration of the risks involved and how these will be managed. The financial and legal assessments are provided by the Head of Financial Services and the Monitoring Officer respectively.

The decision making process is scrutinised by a scrutiny function which has the power to call in decisions made, but which also undertakes some pre-decision work and some policy development work.

Other decisions are made by Portfolio Holders, under delegated powers within the Constitution for Single Member decision. These are also supported by reports in the same way as a report to the full Cabinet. Delegations also extend to officers. Authority to make day to day operation decisions is detailed in the scheme of delegation in the Constitution.

Policies and procedures governing the Council's operation include Financial Regulations, Contract Procedure Rules and a Risk Management Strategy.

Ensuring compliance with these policies is the responsibility of managers across the Council. The Internal Audit section, Finance and Legal Services ensure that policies are complied with. Where incidents of non-compliance are identified, appropriate action is taken.

The Council's risk management strategy requires that consideration of risk is embedded in all key management processes undertaken. These include policy and decision making, service delivery planning, project and change management, revenue and capital budget management and partnership working. In addition, a corporate risk register is maintained and the Audit and Risk committee meets to review the extent to which the risks included are being effectively managed.

Financial management processes and procedures are set out in the Council's Financial Regulations and include:

- Financial management processes and procedures
- Financial planning including budgeting and budget monitoring
- Risk Management and Control, including asset management and treasury management
- Systems and procedures
- External arrangements including partnerships

Containing spending within budget is given a high priority in performance management for individual managers. Regular financial reports are submitted to the Cabinet.

The Council has several committees which carry out regulatory or scrutiny functions. These are

- Development Control to determine planning applications and related matters
- Standards Committee which promote, monitors and enforces probity and high ethical standards amongst the Council's Members, and this extends to having the same responsibility for all town and parish councils within the Borough
- Audit and Risk Committee to provide assurance about the adequacy of internal controls, financial accounting and reporting arrangements, and that effective risk management is in place. Its work is intended to enhance public trust in the corporate and financial governance of the Council
- A Licensing Committee, which monitors and reviews the effectiveness of the Council's licensing policy and procedures
- Scrutiny Committee which reviews and / or scrutinises decision made or actions taken in connection with the discharge of any of the Council's functions

**8. Developing the capacity and capability of members and officers to be effective**

The Council aims to ensure that Members and managers of the Council have the skills, knowledge and capacity they need to discharge their responsibilities and recognises the value of well trained and competent people in effective service delivery. All new Members and staff undertake an induction to familiarise them with protocols, procedures, values and aims of the Council.

All Council services are delivered by trained and experienced people. All posts have a detailed post profile and person specification. Training needs are identified through Personal Development Reviews and addressed via Human Resources and/or individual services as appropriate.

In respect of Members, the Council has an established Member training and development programme, including an induction process and regular updates throughout the year. Specific training is also provided to Members who sit on regulatory committees, and they are unable to take up a position on these committees without having first received the relevant training.

The Council is concentrating on delivering improved services for our customers. To this end the Customer Contact centre is delivering increased resolution to enquiries at first point of contact.

#### **9. Engaging with local people and other stakeholders to ensure robust public accountability**

The Council aims to ensure that the work of the council is open, honest and transparent, and to enhance inclusion by building on our understanding of all resident's needs and perceptions, through improved customer service and community engagement.

The Council engages with local people and stakeholders in the following ways on a range of issues:

- Surveys
- Community workshops
- Interviews
- Public Meetings
- Raodshows

The results of this consultation have been used to shape and inform the Council's policies and strategies, for example the 2020 vision.

The Council has also undertaken work with key stakeholders such as parish councillors to try to ensure enhance participation through these types of established forums.

#### **10. Review of effectiveness**

GYBC annually reviews the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by managers within the Council who have responsibility for the development and maintenances of the governance environment, the work of

the internal auditors and by comments made by the external auditors and other inspection agencies.

Both in year and year end review processes have taken place. In year review mechanisms include:

- the Cabinet is responsible for considering overall financial performance and receives reports on a regular basis. It is also responsible for key decisions and for initiating corrective action in relation to risk and internal control issues.
- The Head of Central Services (the Monitoring Officer) has a duty to monitor and review the operation of the Constitution to ensure its aims and principles are given full effect. The Council reviews the Constitution regularly to incorporate any necessary changes
- The Standards committee have met regularly throughout the year to consider and review issues relating to the conduct of Members including referrals from the Standards Board.
- The Audit and Risk committee met throughout the year to provide independent assurance to the Council in relation to the effectiveness of the risk management framework and internal control environment.
- Internal audit is an independent and objective service to the management of the Council who complete a programme of reviews throughout the year to provide an opinion on the internal control, risk management and governance arrangements. Significant weaknesses in the control environment identified by Internal Audit are reported to Senior Management, the Audit and Risk Committee and Cabinet.
- The Corporate Risk officer reviews and monitors the risk registers, and in addition undertakes fraud investigation and proactive fraud detection work.
- The External Auditors Annual Audit and Inspection letter is considered by the Audit and Risk Committee and the Cabinet. The External Auditors have also completed their Use of Resources Assessment during the year.

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

- A self assessment was completed by the Corporate Management Group on the effectiveness of the governance framework.
- A review by the Internal Auditors on the governance arrangements
- An annual report on Internal audit activity, and on the effectiveness of Internal Audit and the Audit committee
- A review of external inspection reports received by the Council during the year.

## **11. Significant Governance Issues**

The review process has highlighted a number of significant issues regarding the governance and internal control environment and these are described briefly in the table below.

Internal Audit

Issue	Action proposed / being taken
<p>The handover to the new internal audit service provider has resulted in a reworking of the internal audit plan to ensure adequate coverage, and has led to delays in finalising reports relating to the 2007/08 audit plan.</p> <p>The Head of Internal Audit's report, due to be considered by the Audit and Risk Committee in December 2008, highlights limited assurance relating to the standards of internal control operating at the Council between 1 October 2007 and 31 March 2007.</p> <p>The limited assurance was based on audits of Accountancy Services and Car Parking, where a number of High Priority recommendations were made. These were:</p> <ul style="list-style-type: none"> <li>- Procedure notes should be prepared/updated for all aspects of Accountancy Services</li> <li>- Reconciliation of the investment register to the financial ledger should be carried out in a regular and timely manner</li> <li>- Control account reconciliations should be undertaken on a monthly basis throughout the year</li> <li>- Bank reconciliations should be completed on a monthly basis</li> <li>- The asset register should be periodically reconciled to the accounting records.</li> <li>- Discussions should take place to determine the appropriate management information to be produced for the car parks service</li> <li>- Bank statements should be reconciled to the car park income collected and recorded by the contractor</li> <li>- Cashier's staff should be provided with clear guidance on the eligibility requirements for permits under the Residents Parking Scheme.</li> <li>- The Council should undertake a</li> </ul>	<p>That the audit plan for 2008/09 is monitored closely by the Audit and Risk Committee to ensure that reports are produced on a timely basis.</p> <p>That all High Priority recommendations are resolved by the due dates, and that the Audit and Risk committee receives regular update reports.</p>

<p>study into the feasibility of introducing a fully computerised environment for all processes connected with excess charge notices</p> <ul style="list-style-type: none"> <li>- A record should be maintained of outstanding Excess Charge Notices</li> <li>- A formal record should be maintained of all cancelled Excess Charge Notices</li> <li>- The present arrangements which allow cashiers to cancel Excess Charge Notices should be withdrawn</li> </ul>	
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#### Annual Governance Report

Issue	Action proposed / being taken
<p>The Statement of Accounts for 2006/07 were qualified on the basis that there were matters of uncertainty so potentially significant that the Auditors were unable to form an opinion as to whether the Accounts were a true and fair presentation of the financial position. The uncertainties contained within the 2006/07 statement of accounts are such that it is likely that the 2007/08 accounts will be qualified on the basis of the misstatement of the comparative information (i.e. the information relating to 2006/07).</p>	<p>An action was drawn up for the 2007/08 statement of accounts, with sufficient resources identified. This has been delivered within the statutory timescales, with the required improvements.</p>
<p>Weaknesses were identified with the reconciliations in relation to payroll, accounts payable, accounts receivable, housing rents, housing benefits, NNDR and the fixed asset register.</p>	<p>Reconciliations have been carried out to the main feeder systems by the year end 2007/08. In three instances non-trivial differences remained at the year end (Housing Rents, Council Tax and NNDR), and weaknesses were identified on the reconciliation of the Anite Property Maintenance system to the General Ledger. These will be investigated and resolved in 2008/09. All major reconciliations will be carried out on a regular basis in 2008/09.</p>
<p>The Council was scored at level 1 in the Use of Resources Assessment, and received a qualified value for money conclusion. This represents an inadequate level of performance.</p>	<p>An action plan was drawn up to deliver improvements to the Use of Resources score in 2007/08. This action plan has been delivered.</p>

### Annual Audit and Inspection Letter

Issue	Action proposed / being taken
Weaknesses remain in key corporate areas such as finance, procurement and managing sickness absence.	The Council has taken part in the East of England Improvement Programme and an action plan to improve the governance framework has been drawn up and is being delivered, which will address the issues within finance and procurement. Proactive measures are being taken to reduce the level of sickness absence including the Council's "Fit for Business" programme.
Further work is necessary to develop risk management arrangements.	A revised risk management strategy, corporate risk register and service risk assessments have been completed and will be embedded in 2008/09.
Data quality arrangements are not embedded.	An action plan has been drawn up and is being delivered to improve data quality arrangements.

### Partnerships

Issue	Action proposed / being taken
Arrangements for the monitoring and governance of partnerships are not consistent.	Constitutional arrangements for partnerships have been amended, and a partnership toolkit is being developed which will be applied to all significant partnerships and monitored by the Audit and Risk Committee.

A number of less significant issues were also identified through the review of governance arrangements. Actions are being taken to address these weaknesses as part of the overall improvement agenda for Corporate Governance. These will be monitored on an ongoing basis, and will form part of the next annual review.

## 12. Certification

To the best of our knowledge, the governance arrangements, as defined above, have been effectively operating during the year with the exception of those areas identified above. We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified during the review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Leader of the Council

Barry Coleman:

Date

Managing Director

Richard Packham:

Date