

Annual Governance Statement to the 2010/11 Accounts

Scope of responsibility

Canterbury City Council 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. Canterbury City 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.

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

Canterbury City Council has approved and adopted a local 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 local code can be found on our website <http://www.canterbury.gov.uk/assets/finance/localcodeofgovernance.pdf> or can be obtained from the Assistant Head of Corporate Governance. This statement explains how Canterbury City Council has complied with the code and also meets the requirements of regulation 4(3) of the Accounts and Audit (England) Regulations 2011

The purpose of the governance framework

The governance framework comprises the systems, processes, 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 achievements 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 Canterbury City Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place at Canterbury City Council for the year ended 31 March 2011 and up to the date of consideration at this meeting. It will continue through approval of the annual report and statement of accounts in September.

The key elements of the systems and processes that comprise the authority's governance arrangements are set out in the table below:

System & Process	Comment	Evidence
<ul style="list-style-type: none"> ▪ Identifying and communicating the authority's vision of its purpose and intended outcomes for citizens and service users 	<p>A vision of what the district will be like in 20 years' time has emerged following extensive consultation with local organisations and residents.</p> <p>This new picture incorporating the hopes and aspirations of the local community follows months of research and consultation.</p> <p>The council has worked with partners to formulate the vision to ensure it meets the needs and potential of Canterbury, Herne Bay, Whitstable and the surrounding villages</p>	<p>Community Strategy and</p> <p>Corporate Plan 2008 - 2012</p>
<ul style="list-style-type: none"> ▪ Reviewing the authority's vision and its implications for the authority's governance arrangements 	<p>The council's vision is stated in the Corporate Plan, which is reviewed every four years. The council has now adopted its third corporate plan, which will last until March 2012. The plan highlights the key priorities for the council over the next four years and how it will assess its performance in achieving these. We will report back to the public and other major stakeholders - like the voluntary sector and local businesses - on what we've achieved against the specific targets we have set ourselves.</p> <p>A cross party group of councillors has begun preparations for a new Corporate Plan for 2012 – 2016 which will be completed and approved by the new council during this year.</p> <p>The tri-annual review of the Strategic Risk Register effectively assesses the implications arising from the authority's vision.</p>	<p>Corporate Plan 2008-2012</p> <p>Audit Committee & Strategic Risk register</p>

System & Process	Comment	Evidence
<ul style="list-style-type: none"> Measuring the quality of services for users, for ensuring they are delivered in accordance with the authority's objectives and for ensuring that they represent the best use of resources 	<p>Under the Local Government Act 1999, all Councils have a duty to provide services efficiently, effectively and economically. Canterbury has a programme of efficiency reviews which is revised each year to make sure it takes into account any new government initiatives, local developments and changes within the Council.</p> <p>The Council monitors its performance against a range of performance indicators including Key Local Performance Indicators and statutory National Performance Indicators. Targets for KLPIs are set out in our Strategic Plan and targets for NPIs are set out in our Service Plans. Performance is reported to the management team and councillors/executive on a six monthly basis.</p> <p>Independent Audit Reviews are carried out on a cyclical basis on a sample of these Performance Indicators to ensure the information used is true and the calculations correct. Audit also checks that the definition of the indicator has been comprehensively understood.</p>	<p>Efficiency Review Programme</p> <p>User satisfaction surveys</p> <p>Covalent for Performance Indicators</p> <p>Audit reviews of Performance Indicators and Data Quality.</p>
<ul style="list-style-type: none"> Defining and documenting the roles and responsibilities of the executive, non-executive, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication 	<p>Each member of the Executive has specific portfolio responsibilities - for example: culture, tourism, environment, housing and finance. Decision-making is by collective responsibility. This way of working ensures the council is accountable in its decision-making, and therefore more open to public scrutiny.</p> <p>These roles and responsibilities are clearly defined and published in the Executive Minutes. The terms of reference of Committees and officers delegated powers all form part of the Constitution, which is revised regularly and updated. A full revision is carried out each year and presented to full council to be agreed and adopted.</p> <p>The Constitution including a summary of roles and responsibilities is available on the authority website and on the Intranet</p> <p>Attendance records of every Councillor can be viewed by the public on the Internet enabling them to see how often councillors attend committee meetings.</p>	<p>Constitution of the Council available on the Website and Intranet.</p> <p>Attendance records for Councillors on the Internet</p>

System & Process	Comment	Evidence
<ul style="list-style-type: none"> Developing, communicating and embedding codes of conduct, defining the standards of behaviour for members and staff 	<p>The Council has adopted the model code of conduct for members and supplementary protocols including the 10 general principles of member conduct. The Code of Conduct for employees is part of the conditions of service, and included in the induction pack given to all new employees. It is also published on the Intranet, which is accessible to all employees. The Information Security Policy has been written and approved by Members and this includes the Acceptable Use Policy. Officers are also required to certify their acceptance of the Information Security Policy including the Acceptable Use Policy, whenever they sign on to a council computer.</p>	<p>Terms and Conditions of Employment.</p> <p>Council's Constitution</p> <p>Standards Committee</p> <p>Information Security Policy and Acceptable Use Policy</p>
<ul style="list-style-type: none"> Developing, communicating and embedding codes of conduct, defining the standards of behaviour for members and staff (cont) 	<p>Members' code of conduct is clearly defined in the Constitution of the Council and follows the national standard suggested by Government.</p> <p>Annual reminders are sent to staff and members informing them of their duty to abide by the Code of Conduct and all interests and hospitality received are documented at a central point with a delegated responsible officer. All Members' expenses will be published on the Internet to demonstrate visibly the values of good governance.</p> <p>The Personal Development Appraisal (PDA) form incorporates a section on specific council policies and codes which the employee has to acknowledge as being read and understood. The policies included are the Information Security Policy, The Code of Conduct for Employees, The Equalities and Inclusion Policy and the Anti Fraud, Corruption and Whistle Blowing Policy.</p> <p>Training in the application and enforcement of these policies is covered by the suite of courses offered by the East Kent HR Partnership and by Finance. Refresher training is carried out for all staff as statute redefines the policies.</p>	<p>PDA Process</p> <p>Gifts and Hospitality Register</p> <p>Member Declarations of Interest</p> <p>Members Expense claims and allowances on the Internet.</p> <p>Training Courses</p>

System & Process	Comment	Evidence
<ul style="list-style-type: none"> ▪ Reviewing and updating standing orders, standing financial instructions, a scheme of delegation and supporting procedure notes/manuals, which clearly define how decisions are taken and the processes and controls required to manage risks 	<p>The Director of Finance is responsible for maintaining a continuous review of the authority's Financial Regulations and submitting any additions or changes necessary to Full Council for approval.</p> <p>The Kent Authorities Contract Standing Orders have been adopted at Canterbury with few amendments. Added to this the Procurement team actively encourage leading officers on a project to discuss the procurement of goods and services to ensure all decisions made on expenditure are fair, transparent and open. Independent monitoring of contracts is undertaken to satisfy the council's stakeholders that policies and procedures are followed.</p> <p>The Risk Management Policy of the Canterbury City Council is to adopt best practice in the identification, evaluation and cost-effective control of risks to ensure that they are either eliminated or reduced to an acceptable level.</p>	<p>Financial Regulations and Contract Standing Orders available in the Constitution and on the Internet.</p> <p>Risk Management Policy available on the Intranet.</p> <p>Procurement policy on the Internet</p>
<ul style="list-style-type: none"> ▪ Undertaking the core functions of an audit committee, as identified in CIPFA's <i>Audit Committees – Practical Guidance for Local Authorities</i> 	<p>An Audit Committee has been established and meets quarterly. The Committee consists of 5 councillors (plus 2 reserves) and a Chairman. The Chair position was vacant for a period and so the vice chairman acted as Chair since July 2010. The position has now been filled.</p> <p>Their activity and regulatory framework is clearly identified in the Council's Constitution and also on the Councils Web site. The core functions follow CIPFA's practical guidance.</p>	<p>Constitution of the Council</p> <p>Audit Committee Terms of Reference</p>

System & Process	Comment	Evidence
<ul style="list-style-type: none"> Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful 	<p>Managers at all levels are responsible for ensuring their service is compliant with relevant laws and regulations. The council has extensive, detailed and clear policies and procedures to give guidance to staff and management and to identify responsibilities. Each year Heads of service have to certify compliance in Annual Compliance Statements</p> <p>A Policies and Procedures Archive (PaPA) is attached to the Council's Intranet site which allows all staff access to every policy or procedure that needs to be complied with.</p> <p>Internal Audit carries out regular reviews of systems ensuring full compliance with relevant laws, regulations, internal policies and procedures. The frequency of each system audited is assessed by a risk scoring mechanism – the higher the risk the more frequent an Audit review is undertaken.</p> <p>The Audit Commission carries out annual inspections to verify compliance.</p>	<p>Contract Standing Orders & Purchasing Guidance</p> <p>Annual Compliance Statements</p> <p>Financial Regulations</p> <p>PaPA (electronic Policies and Procedures Archive)</p> <p>Annual Audit Plan</p>
<ul style="list-style-type: none"> Whistle-blowing and other means of receiving and investigating complaints from the public 	<p>The Council's Anti Fraud and Corruption Policy includes a section on Whistleblowing procedures and is included on induction courses which all new employees have to attend. This policy was updated in early 2010 and further work will be undertaken to raise its profile, since there has been a break in Induction training during the last year. Personnel records of training carried out are maintained and regular reports are produced to identify gaps in training. Refresher sessions are organised to ensure all staff are aware of this policy.</p> <p>Posters and leaflets are on show around the council offices to publicise this policy, which is available to all staff on the Intranet (PaPA).</p> <p>All suppliers and contractors have been notified either by email or letter that the Anti Fraud and Corruption Policy including Whistleblowing is to be adhered to by their staff while they are working for the council. All new suppliers are notified of this policy and directed to it on the website.</p> <p>The complaints procedure is available on PaPA to all staff and a range of performance indicators ensure all complaints are dealt with according to this procedure. Results of the indicators are publicised to staff on Covalent. Customers are advised of the procedure both electronically on the authority website and at the council offices via posters and leaflets available in the public areas.</p>	<p>PaPA</p> <p>Anti-fraud & Corruption & Whistle-blowing Policy</p> <p>Induction manual</p> <p>Covalent</p> <p>Leaflets and posters available in the public areas</p> <p>Letters to suppliers and contractors.</p> <p>New suppliers BACS forms</p>

System & Process	Comment	Evidence
<ul style="list-style-type: none"> Identifying the development needs of members and senior officers in relation to their strategic roles, supported by appropriate training 	<p>Every officer has a Performance and Development Appraisal (PDA) annually with a 6 monthly review or one to one meeting periodically with their manager. This identifies the direction they need to work towards, the projects that need to be carried out and if there are any training needs.</p> <p>The Competency Framework is also completed at this stage, which looks at the competencies needed for the job and the competencies needed for improvement and promotion. This also identifies training needs. The PDA forms identify training needs and the HR Partnership has established a learning zone on their web page enabling staff to see the training and learning resources available. Members are required to attend relevant training to ensure that they are equipped for particular roles. Informed by a member survey and officer assessment, skills training is made available to members generally.</p>	<p>PDA</p> <p>Training Guide on the Intranet</p> <p>Learning Zone</p> <p>Member Training Programme</p>
<ul style="list-style-type: none"> Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation 	<p>There is a detailed strategy on the website called Getting the Message Across – a Strategy for Marketing, Public Relations and Consultation.</p> <p>Customer Charters identify how we will consult with all stakeholders and encourage communication with all our stakeholders.</p> <p>Council departments each achieved Customer Service Excellence awards leading to a corporate award in early 2010. To achieve this standard, the council provided evidence that clear channels of communication with all sections of the community and stakeholders had been established and were continually improving.</p> <p>Consultations with the residential groups are carried out before any major change and publications sent out to clearly inform residents of future plans for management of housing stock.</p> <p>This year the council has introduced a Customer Access Review process to ensure services are designed to meet the needs of all sections of communities.</p> <p>The council is also making use of an IT product called Mosaic to enable it to gain greater customer insight and thereby improve consultation and ultimately services.</p>	<p>Community Strategy</p> <p>Corporate Plan</p> <p>Strategy for Marketing, Public Relations and Consultation.</p> <p>Charter Mark evidence</p> <p>Customer Service Excellence awarded corporately in January 2010</p> <p>Leaflets to Residents</p>

System & Process	Comment	Evidence
<ul style="list-style-type: none"> Incorporating good governance arrangements in respect of partnerships and other group working as identified by the Audit Commission's report on the governance of partnerships (<i>Governing Partnerships: Bridging the Accountability Gap</i>, Audit Commission, 2005), and reflecting these in the authority's overall governance arrangements. 	<p>Article 11 of the constitution offers explanatory notes on joint working arrangements, the procedures for access to information and the delegation of duties under joint working arrangements.</p> <p>The Canterbury District Community Partnership is set up to strengthen the connection between public sector agencies, local government the voluntary and community sectors businesses and local residents. There is a very tight protocol which gives clear responsibilities for the Executive Board and all partners.</p> <p>The Council is working in partnership with the East Kent Authorities and Kent County Council to provide a range of Shared Services. The Governance arrangements for these Shared Services projects are considered by the East Kent Joint Arrangements Committee, a joint scrutiny committee and a local Shared Services Scrutiny Sub Committee. Final approval is given by each individual Council. Phase 1 of the shared services is almost complete with stage 2 phasing in throughout 2011/12.</p>	<p>Constitution</p> <p>Partnership Agreements</p> <p>Canterbury District Community Partnership Protocol</p> <p>East Kent Audit Partnership</p> <p>Shared HR and Payroll project</p> <p>East Kent Shared Services</p> <p>East Kent Joint Services Committee</p>

Review of effectiveness

Canterbury City 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 executive managers within the authority who have responsibility for the development and maintenance of the governance environment, the Head of East Kent Audit Partnership's annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

The process that has been applied in maintaining and reviewing the effectiveness of the governance framework are given in the table below:

DESCRIPTION OF KEY ELEMENTS	ROLE	REVIEW OF EFFECTIVENESS
1. The Authority	<p>The Authority's objectives are set out in its Corporate Plan. These are based on 7 themes, which are:</p> <ol style="list-style-type: none"> 1. Reputation; 2. Focusing on people; 3. Creating a quality district; 4. Encouraging innovation and enterprise; 5. Promoting participation in culture, leisure and play by all; 6. Promoting and providing environmental leadership; 7. Improving accessibility, links and connectivity. 	<p>A wide range of control and reporting mechanisms are in place to monitor performance against the Corporate Plan and Community Strategy. These include both internal mechanisms: such as the Overview and Scrutiny Role; Risk Management; Budget Monitoring & Control; the Performance Management framework and the procedures set out in the Council's Constitution, and externally Resident / Public consultation and Satisfaction Surveys.</p>
2. The Executive	<p>The role of the Executive is to lead the implementation of council policy within the council's budgetary and control framework.</p>	<p>The Overview and Scrutiny Committee monitor the Executive and there have been no call ins during the year 2010/11. The control and reporting mechanism listed under 1 above also act as a review of the performance of the Executive.</p>

DESCRIPTION OF KEY ELEMENTS	ROLE	REVIEW OF EFFECTIVENESS
3. The Audit Committee	<p>The Audit Committee's role is split into 3 areas: Audit – overseeing and reviewing the results of internal and external audit activity;</p> <p>Regularity – overseeing and reviewing procedures relating to contract procedures, financial regulations, codes of conduct, anti-fraud & corruption and whistle-blowing arrangements, risk management and complaints;</p> <p>Accounts – reviewing the annual accounts and considering whether there are any matters of concern to raise.</p>	<p>The Audit Committee approved the 2010/11 Audit Plan setting out the programme of work for reviewing and monitoring the activities of the Council, in particular its internal financial controls.</p> <p>Quarterly updates of progress against this plan were reported to this committee and a summary annual report in June 2010, including a review of the effectiveness of Internal Audit.</p> <p>Quarterly reports of the Strategic Risk Register are made to this committee after they have been updated by Heads of Service</p> <p>The annual accounts have been considered annually at the June Meeting but in future this will occur in September each year</p> <p>The Audit Committee will meet four times during the 2011/12 financial year.</p>
4. The Standards Committee	<p>The role of the Standards Committee is to promote high standards of conduct by councillors, to assist them to observe the council's Code of Conduct, and to perform other functions of a similar nature.</p>	<p>The Standards Committee meets on a regular quarterly basis to consider these matters and reports annually on or around June of each year. The Standards Committee structure is likely to be reviewed during the 2011/12 year following changes in Government guidance.</p>
5. Internal Audit	<p>The role of Internal Audit can be summarised as “To give an independent opinion on the adequacy, effectiveness and operation of controls within the Authority's systems”.</p>	<p>The conclusion in the annual report of the Head of the East Kent Audit Partnership for 2010/11 was “ the council can have a very good level of assurance in respect of it's main financial systems, and the majority of its governance arrangements”.</p>
6. Other reviews / Assurance Mechanism	<p>Performance and Value for Money is achieved through the work of the Policy and Improvement Division and the Scrutiny Committee and the Audit Commission has also reported on these areas under the Use of Resources Judgements.</p>	<p>Scrutiny reviews concluded during 2010/11 were as follows:</p> <p>Litter and fly tipping, Community Safety Unit (short review), the role and provision of council owned local leisure facilities and Whitstable Harbour Board.</p>

Significant Governance Issues

The council identifies and monitors significant governance issues through its Strategic Risk Register.

How the council identifies and assesses its corporate risks and how the Risk Register and then the Annual Governance Statement is set out in detail in the council's **Local Code of Governance** and **Risk Management Policy**, available on the council website.

In summary the risk register is updated from the following sources: -

- Risks identified by individual officers during the course of their work,
- Risks identified from both internal and external audit reports.
- Risks identified in the course of the annual risk reviews carried out with Heads of Services.
- Risks identified from assessments carried out in other council reports notably Project Scope and Project Brief documents.
- Risks identified during the course of the Risk Register review process, notably by Heads of Service, Management Team and Audit Committee.
- Risks identified at Management Team and Departmental Team meetings. These are standing agenda items.

In summary the risk register is monitored and reviewed quarterly by the following: -

- Heads of Service
- Management Team
- Audit Committee

The Strategic Risk Register is a public document updated and published quarterly in the agenda of the Audit Committee and available on the council's website www.canterbury.gov.uk (search on Strategic Risk Register).

The significant governance issues identified below are linked thematically with reference to the individual risk listed on the risk register. The steps the council is taking to either control or mitigate these risks are recorded on the risk register including reference to other action plans and reports where appropriate.

Delivering Major Projects

The council is committed to delivering several high profile projects, notably the New Marlowe Theatre and the Beaney Museum.

The council committed to these projects against a backdrop of considerable financial uncertainty and concerns with the public finances. Due to the economic situation a greater proportion of financing of these projects was via prudential borrowing rather than capital sales, than would normally be the case. This will increase the overall level of council debt repayment in future years. The council has concluded that these projects are important to the future economic development of the district and continued provision of high quality local services.

Individually each project has a range of risks, notably the long-term financial commitment. Collectively the delivery of these projects impact on corporate capacity although this is mitigated by the work of the Corporate Projects team.

The construction of the new theatre is complete and completion of internal fixtures is progressing well. The theatre is due to open on schedule in the autumn of 2011. After some delays mainly due to archaeological reasons, the main works on the Beaney are now in progress.

As listed on the Risk Register: -

- New Marlowe Theatre
- Beaney Redevelopment
- Herne Bay High School New Sport Facilities
- Football Hub Project
- Coastal Regeneration

Maintaining Effective Internal Processes & Strong Internal Controls

The maintenance of effective internal processes is intrinsically linked to the effectiveness of the council's governance arrangements, how services are delivered and how it manages its risks. For this reason, they are regularly subject to internal and external review. Maintaining internal processes can be difficult as they often lack the immediacy of other corporate goals and require an ongoing commitment. Improvement gains made often seem small and yet these processes often directly impact on the community.

Critical amongst the council's internal processes is its system of internal controls. These deal directly with the management of the council's risks. Regular review of these processes supported by internal and external audit is an important part of the overall governance process.

At both national and local levels, there is also public concern over the probity of elected post holders and the council recognises these concerns and the corrosive impact this can have on public trust. The council has in place a combination of governance processes and counter fraud measures intended to ensure that anyone elected to represent, work with, or work for the council, acts appropriately.

As listed on the Risk Register: -

- Fraud & Corruption
- New International Financial Reporting Standards
- Business Continuity (ICT Service)
- Information Management
- Safeguarding Children
- Equalities & Discrimination Legislation
- Management Skills & Staff Development
- Capita Housing Rents IT System

Managing Finances

Council finances have come under increasing pressure as the council has sought to maintain high levels of service with diminished levels of income and government funding.

The main pressures on council funding are: -

1. Central Government – Extensive cuts in the central government funding for local government have been made both directly and indirectly through the withdrawal or reduction of funding
2. Inflationary Pressures – Inflation in general has exceeded expected targets. Service delivery costs notably the Waste Management contract and Active Life grant are strongly influenced by energy costs, in particular fuel costs, which remain high and prone to sudden and disproportionate increases.
3. Commercial Rents & Other Incomes– Incomes from commercial rents and other charges like parking have stabilised after falling for several years. The economic recovery remains fragile.
4. Major Projects – Increased financial commitments to major projects like the New Marlowe Theatre and reductions in external regeneration funding.

The council has sought to mitigate these risks within its medium term financial strategy and by seeking greater service efficiencies and direct cost savings. The council's ability, however, to absorb financial risks and increased costs is now much reduced and likely to diminish further.

The council continues to work hard to recover its deposits with the Icelandic banks Glitnir and Heritable. The council has already succeeded in recovering £2.09 million of the £4 million deposited with Heritable Bank as at 31 March 2011 and further sums will be recovered.. Recovery of the amount deposited with Glitnir Bank is proving difficult but recent test cases heard in the Icelandic District Court went in favour of councils. The council remains confident that in time a substantial amount of the original investment will be recovered.

As listed on the Risk Register: -

- Budget Management
- Building Maintenance Funding
- Banking Crisis & UK Public Finances
- Supporting People

Working with Partners

There has been an emphasis in recent years on greater service delivery through partnerships. These partnerships range from key contractors notably SERCO and Mears Ltd to smaller community based groups. The council is now fully engaged in developing shared service arrangement with the neighbouring local authorities.

The council has given a good degree of consideration to the risks that arise from the different forms of partnership working and developed processes that consider how partnerships are entered into, their ongoing governance, and exit strategies. Successful partnership remains critical to the successful delivery of council services and therefore the risks arising from these are considered regularly within the risk register.

As listed on the Risk Register: -

- Shared Services
- Shared Landlord Services Project
- IT Shared Services Project
- Active Life
- Anti-Social Behaviour
- CHARM (Housing Repairs) Contract
- Horsebridge Arts & Community Centre

Responding to Major Emergencies

The council already works with other emergency responders notably Kent County Council in the preparation and testing of emergency plans and business continuity plans. The council has always taken special regard to improving flood resilience within the district and this work continues.

As listed on the Risk Register: -

- Sea Defences & Inland Flooding (Management & Response)
- Business Continuity (General)

Corporate Governance Opinion

The audit committee has advised us on the implications of the result of the review of the effectiveness of the governance framework. The actions listed in the strategic risk register are aimed at addressing risks and ensuring continuous improvement of the governance systems in place.

We will continue to monitor these actions to further enhance our governance arrangements. We are satisfied that these will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed:
Leader

Signed:
Chief Executive

on behalf of Canterbury City Council