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**Annual Governance Statement
2008-09**



Version 2

A. Scope of Responsibility

1. Wiltshire County Council (Wiltshire Council with effect from 1st April 2009) 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. We also have 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.
2. In discharging this overall responsibility, the Council is also responsible for putting in place proper arrangements for the governance of its affairs, including the management of risk, and facilitating the effective exercise of its functions.

B. The Purpose of the Governance Framework

3. The governance framework comprises the systems and processes, and culture and values, by which the Council is directed and controlled and the activities through which the Council accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services.
4. The assurance framework and the system of internal control are significant parts of that framework. They are designed to manage risk to a reasonable level. They 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 assurance framework and the system of internal control are based on an ongoing process designed to identify and prioritise the risks to the achievement of the 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 assurance framework also provides a mechanism for monitoring and implementing a system of continuous governance improvement.
5. The governance framework has been in place at the County Council for the year ended 31 March 2009 and up to the date of approval of the statement of accounts.

C. The Governance Framework

6. The Council's governance framework comprises a broad range of strategic and operational controls, which work together to ensure the sound running and well being of the Council. The key elements are summarised below.

Documents referred to are available from the Council or may be viewed on the Council's website (www.wiltshire.gov.uk).

Purpose and Planning

7. The Council's goals and priorities are set out in its Corporate Plan, which sets out the corporate objectives for the new unitary authority in its first year of operation - 2009-10. The Plan shows how the Council will:
 - a. create stronger and more resilient communities;
 - b. deliver high quality, low cost, customer focused services;
 - c. ensure that decision making is local, open and honest; and
 - d. work together to support Wiltshire's communities.
8. The Corporate Plan links the funding of the Council's goals and priorities to its Medium Term Financial Strategy and includes a statement of the principal strategic risks to the operation of the Council and the achievement of its objectives.
9. The Council's priorities are reflected in service planning, work planning and in managers' and staff personal targets. These formed part of an integrated planning cycle that included service planning, annual budget setting, and regular corporate review of performance and spending. Service plans were not updated in 2008; instead the Council produced cross cutting plans for ICT, workforce, assets (property), and the Medium Term Financial Strategy. These covered the county council and the 4 district councils and helped the transition to the new unitary council in April 2009.

Policy and Decision-Making Framework

10. The Council's Constitution provides the framework within which the Council operates. It sets out how decisions are made and the procedures which must be followed to ensure that these are efficient, effective, transparent and accountable.
11. The Constitution defines the role and responsibilities of the key bodies in the decision-making process - the Council, Cabinet, and Committees, including the Regulatory Committee, Overview and

Scrutiny Committee, Standards Committee, Final Accounts and Audit Committee and Area Boards.

12. Governance and reporting arrangements for the Council are set out in a protocol to the Constitution.
13. The Cabinet is responsible for discharging the executive functions of the Council, within the budget and policy framework set by the Council.
14. The Council publishes a Forward Work Plan once a month giving details of all the matters to be considered by the Cabinet over the following 4 months. The Forward Work Plan is included within the Council Summons to increase the profile of this document. This enables Members and the public to be aware of forthcoming business and gives them the opportunity to influence the decision-making process.
15. The Implementation Executive was established in March 2008 under the Wiltshire (Structural Change) Order 2008 to prepare for and facilitate the economic, effective, efficient and timely transfer of the functions of the four Wiltshire district councils to the new unitary authority on 1 April 2009. The Implementation Executive was constituted as a committee of the Cabinet and its membership included members from all five councils. The Implementation Executive ceased to exist in June 2009.
16. Schemes of Delegation are in place for Cabinet Members and Officers to facilitate efficient decision-making.
17. From June 2009 the Council has established 18 area committees known as area boards. Each area board exercise local decision making under powers delegated by the Leader”
18. Until June 2009 the Council discharged its overview and scrutiny functions through:
 - the Overview and Scrutiny Management Committee;
 - the Children's Services Scrutiny Committee;
 - the Health Overview and Scrutiny Committee;
 - Task Groups, including the Budget Scrutiny Task Group, Performance Scrutiny Task Group, Change Management Scrutiny Task Group, and various time limited Task Groups.

From November 2007 until June 2009 a Joint Overview and Scrutiny Transition Board, comprising members of the five councils in Wiltshire, reviewed and scrutinised decisions of the

Implementation Executive and its work streams in respect of the transitional arrangements for implementing the move to a unitary council for Wiltshire on 1 April 2009.

These bodies serve to hold the Council's Cabinet and Officers to public account in their executive decision-making.

19. The Standards Committee is responsible for:

- promoting and maintaining high standards of conduct by Members and Officers across the Council;
- determination of complaints under the Members' Code of Conduct;
- oversight of the Constitution, complaints in relation to the Council's services, and the whistle blowing policy.

The Standards Committee is chaired by an independent member.

20. The Final Accounts and Audit Committee is responsible for:

- promoting internal control;
- monitoring and reviewing the Council's arrangements for the management of risk;
- approving the annual Statement of Accounts;
- focusing audit resources;
- monitoring and performance of the audit function.

21. The Constitution is reviewed regularly by the Monitoring Officer and the Standards Committee to ensure that it remains fit for purpose. It was revised in 2008-09 to ensure that it was fit for the purposes of the new Wiltshire Council.

Wiltshire Pension Fund

22. The Wiltshire Pension Fund is overseen by the Wiltshire Pension Fund Committee. This Committee has its delegated power from the full Council, rather than the Executive (Cabinet), so as to avoid any conflict of interest (eg. in relation to the setting of employer contributions).

23. This Committee is responsible for all aspects of the Fund, including:

- The maintenance of the Fund;
- Preparation and maintenance of policy, including Funding and Investment policy;
- Management and investment of the Fund;
- Appointment and review of investment managers.

24. The Wiltshire Pension Fund Committee exercises its responsibilities in relation to investment management when it sets investment policy and appoints/monitors external investment managers.

Regulation of Business

25. The Constitution contains detailed rules and procedures which regulate the conduct of the Council's business. These include:

- Council Rules of Procedure
- Budget and Policy Framework Procedure
- Financial Regulations and Procedure Rules
- Contract Regulations
- Members' Code of Conduct
- Officers' Code of Conduct
- Corporate Complaints Procedure

26. The statutory officers - the Head of Paid Service (Chief Executive), the Monitoring Officer (Solicitor to the Council) and the Chief Finance Officer have a key role in monitoring and ensuring compliance with the Council's regulatory framework and the law. The statutory officers are supported in this role by the Council's legal services, finance, and procurement teams and Internal Audit.

27. The Council has a comprehensive health and safety plan to enable it to fulfil its duty to protect the health and safety of its employees, contractors and visitors to its premises. Implementation of the plan is undertaken by all services and monitored by the Corporate Leadership Team (CLT), departmental leadership teams and individual managers, with advice and assistance from the Council's Health and Safety team.

28. As part of the review of the Constitution the Council has introduced new contract regulations and supporting procurement guidance.

29. The following bodies have an important role in ensuring compliance:

- Final Accounts and Audit Committee
- Overview and Scrutiny Committees and Task Groups
- Standards Committee
- Internal Audit
- External Audit and Inspection Agencies.

Management of Resources, Performance and Risk

30. Financial management and reporting is facilitated by:

- Monthly reports to Cabinet on the Council's Revenue Budget and Capital Programme;
- Regular review by the Corporate Leadership Team;
- Bi-monthly consideration of these reports by the Budget Scrutiny Task Group;
- Cross authority co-ordination by the Senior Finance Forum;
- Monthly budget monitoring reports to Service Managers;
- Compliance with the Council's Budgetary and Policy Framework, Financial Regulations and Financial Procedure Rules;
- Compliance with external requirements, standards and guidance;
- Publication of Statement of Accounts;
- Overseeing role of the Final Accounts and Audit Committee.

31. The Council's Corporate Plan is a key tool for these purposes and provides specific targets and 'milestones' by which performance is measured throughout the year. It is supported by a comprehensive performance management system which cascades priorities, key targets and milestones through service plans. In September 2007 a new performance system, Excelsis, was introduced that identifies management responsibility for corporate plan targets, milestones and risks and is used to monitor performance on a quarterly basis. Arrangements are in hand for moving across to a new system for the management and reporting of performance and risk. It is intended to achieve this by integration with the new SAP system.

32. The Council's framework policy on the management of resources, performance and risk sets out the way we manage and control the performance, budgets and risks associated with the County Council's services in an integrated and dynamic way. The integration of these processes informs and influences the

Corporate Plan and Medium Term Financial Strategy, ensuring a more cohesive approach to managing the business of the County Council as a whole.

33. The Risk Management Strategy has been reviewed in light of the major changes within Wiltshire and governance expectations nationally for local government to ensure the effectiveness of the Council's risk management arrangements. The revised strategy improves risk management in Wiltshire and complies with good practice so that the Council effectively manages potential opportunities and threats to help achieve its objectives.

Internal Audit

34. The main role of Internal Audit is to provide an independent and objective opinion to the Council on its internal control environment, comprising risk management, control and governance by evaluating its effectiveness in achieving the Council's objectives.

35. Internal Audit has the following additional responsibilities:

- providing support to the Chief Financial Officer in meeting their obligations under Section 151 of the Local Government Act 1972, including the responsibility to make arrangements for the proper administration of the Council's financial affairs;
- providing consultancy services to departments, including advice on strategic and operational risk management;
- investigating any allegations of fraud or irregularity;
- advising on the internal control implications of new systems.

36. The annual Internal Audit Plan is based on an assessment of risk areas, using the most up to date sources of risk information, in particular the Council's Risk Register. The plan is agreed with Corporate Directors, and presented to the Final Accounts and Audit Committee, which also receives reports of progress against the plan throughout the year. The Internal Audit Annual Report summarises the results and conclusions of the audit work throughout the year, and provides an audit opinion on the internal control environment for the Council as a whole.

External Audit and Inspections

37. All services of the Council are subject to reviews by external inspection agencies, including the Audit Commission, OFSTED, and Care Quality Commission (CQC) (formerly Commission Social Care Inspection (CSCI)). The results of these inspections are used to strengthen and improve the Council's internal control environment, to ensure the economic, efficient and effective use of the Council's resources and to secure continuous improvement in the delivery of its services.

Directors' Assurance Statements

38. [Directors' assurance statements are currently being prepared and will be used to provide assurance on the governance arrangements within each department. Any significant governance issues disclosed for the period covered by this Statement will be included in Section E.]

District Councils' Annual Governance Statements

39. The four former district councils in Wiltshire were required to publish Annual Governance Statements for 2008-09. We have received these statements and had regard to them in preparing Wiltshire County Council's Annual Governance Statement 2008-09.
40. The statements do not disclose any significant governance issues for this Council in addition to those identified in Section E of this Annual Governance Statement.

Monitoring Officer

41. The Monitoring Officer has not made any adverse findings in the course of the exercise of his statutory responsibilities.

D. Review of Effectiveness

42. The 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 Council who have responsibility for the development and maintenance of the governance environment, the Chief Auditor's annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

43. The key principles of corporate governance are set out in the Council's Code of Corporate Governance as follows:

- a) Focusing on the purpose of the Council and on outcomes for the community, creating and implementing a vision for the local area;
- b) Engaging with local people and other stakeholders to ensure robust public accountability;
- c) Ensuring that members and officers work together to achieve a common purpose with clearly defined functions and roles;
- d) Promoting high standards of conduct and behaviour, and establishing and articulating the Council's values to members, staff, the public and other stakeholders;
- e) Taking informed, risk based and transparent decisions which are subject to effective scrutiny; and
- f) Developing the capacity of members and officers to be effective in their roles.

44. The effectiveness of the Council's assurance framework and system of internal control is assessed against these 6 principles.

Focus on the purpose of the authority and on outcomes for the community, creating and implementing a vision for the local area

- a) As stated in paragraph 7 above, the Council's goals and priorities are defined in its Corporate Plan, which sets out the corporate objectives for the new unitary authority in its first year of operation -2009-10. The Corporate Plan links the funding of the Council's goals and priorities to its Medium Term Financial Strategy.

In terms of joint working with partners, the Local Agreement for Wiltshire (LAW) sets out actions that partners have agreed to take forward Wiltshire's ambitions - it incorporates the Local Area Agreement (LAA)(initially agreed in June 2008). The LAW has 7 ambitions, based on the Council's Sustainable Community Strategy:

- | | |
|----------------------------------|---|
| • Resilient communities | • Affordable housing |
| • Lives not services | • Environment for economic growth |
| • Communities safe and feel safe | • Natural environment and CO ₂ |

- Working together

To complement this form of planning, senior managers from the five Wiltshire Councils worked together to define the culture and vision of the new Council. This work resulted in the document ‘What Will We Be Like?’ and it was approved by the Implementation Executive. The purpose of this document was to set out in a concise and clear way what the new Council would be like. It focused on the vision for the new Council, the values that would underpin the vision and developing and building a culture that was intended to be the right one for the new Council.

- b) The Council has established a new Policy, Research and Communications function within the Chief Executive’s office. This combines the policy, research, and communications functions of the Council, providing a clear strategic link between the formation of a local area vision shaped by Wiltshire’s communities, the development of policies to implement that vision, and communicating with communities and stakeholders.
- c) The Council's Corporate Communications team ensures that various channels of communications are available to the public and the media. These include contact details on the council website and all printed material. The team has direct links to communication teams within other public sector organisations such as the Police, Fire and PCT, and are therefore able to work closely on joint statements and projects, ensuring that the public and media are kept informed and up to date with partnership working.

Engaging with local people and other stakeholders to ensure robust public accountability

- a. The Council has taken steps to make its purpose and responsibilities clear to staff and the community it serves:

These have included:

- Involvement of the Leader of the Council in the corporate induction process;
- A review and clarification of the governance rules for the transition to Wiltshire Council;
- Extensive staff meetings in various localities, led by the Leader, Chief Executive and Corporate Directors, under the ‘Face2Face’ initiative;

- The clarification of lead roles and responsibilities in partnerships, in the context of the Local Area Agreement (LAA) delivery requirements.
- b. The Council has developed local community governance arrangements for its 20 community areas, following extensive consultation with interested parties and review of the operation of 13 pilot area boards. Work also began on potential delegation of functions to town and parish councils to reflect their preferences. This work was recognised by the Council being awarded the Local Government Chronicle (LGC) Local Leadership Award.
- c. With regard to the Council's relationships with stakeholders to whom it is accountable, it has developed its relationship with central government (CLG) in the context of the unitary reorganisation. In addition, cross partner working and consultation on effective relationships has been facilitated by the review of the Wiltshire family of partnerships and its implementation.
- d. The Council has put in place a number of measures to ensure there are clear channels of communication with all sections of the community, and has set up monitoring arrangements to ensure these are operating effectively. These measures include the following:
- Specific protocols for the voluntary sector;
 - A major joint review by the Council and the PCT of relationships with the voluntary sector;
 - Extensive town and parish council meetings held in local settings;
 - The development of appropriate communication channels with groups such as people with learning difficulties;
 - The setting up of a translation service.
- e. In addition, in order to demonstrate and strengthen its accountability, the Council has provided for an annual report to be prepared on the activities of its scrutiny function.
- f. The Local Agreement for Wiltshire (LAW), which includes our Local Area Agreement with government, aims to join up action across partners and partnerships to tackle issues and achieve the ambitions for Wiltshire. The LAW outlines which organisations and partnerships will take particular action and the people and places in Wiltshire that will particularly benefit from that action. The Council has introduced risk-based registration for significant partnerships. LSP arrangements have been replaced by the new 'family of partnerships' that is far clearer about roles and accountability and joined up working.

Ensuring that members and officers work together to achieve a common purpose with clearly defined functions and roles

- a. The Council received a very positive inspection report issued by the Audit Commission on the Council's management and governance arrangements for the transition to unitary status under local government reorganisation. The role undertaken by the Implementation Executive from March 2008 under transitional statutory arrangements demonstrated clarity of role, purpose and achievement. The roles of senior officers were substantially reviewed during the transitional period to ensure that they were fit for the purposes of the new Council. This led to redefined Corporate Director roles in the Corporate Leadership Team and redefined Service Director roles. Appointments to these posts took place at a relatively early stage to ensure that timely leadership arrangements were in place.
- b. The revised Constitution for the new unitary Council, approved in February 2009, sets out clearly the roles and responsibilities of members and officers in the decision making process. This includes schemes of delegation and a protocol setting out reporting lines and lines of accountability for officers.
- c. As part of the revision of the Constitution a new Member and Officer Relations Protocol has been introduced to:
 - outline the essential elements of the relationship between members and officers;
 - promote the highest standards of conduct;
 - clarify roles and responsibilities;
 - ensure consistency with the law, codes of conduct and the Council's values and practices; and
 - identify ways of dealing with concerns by members or officers.

The protocol includes the document "What will we be like?" which sets out the key values, which members and officers are expected to demonstrate in carrying out their respective responsibilities.

Promoting high standards of conduct and behaviour, and establishing and articulating the authority's values to members, staff, the public and other stakeholders

- a) All staff are required to meet high standards of ethical conduct under the Officers' Code of Conduct.

- b) The Council has a Whistle Blowing Policy and an Anti-Fraud and Corruption Policy. The Standards Committee receives an annual report on the effectiveness of these policies.

c) Internal Audit

Internal Audit represents an important element of the Council's internal control environment, and to be effective it must work in accordance with the Code of Practice for Internal Audit in Local Government, which lays down the mandatory professional standards for the internal audit of local authorities. As part of its review of internal control, the Council is required to review the effectiveness of its system of internal audit. This has been done by means of an assessment of internal audit's current arrangements for meeting the various standards within the Code.

Whilst Internal Audit is unable to give an absolute assurance, the results of the audit work completed during the year support an overall audit opinion that the overall control environment is adequate and is operating satisfactorily. There are no significant issues relating to governance and internal control arising from Internal Audit's work in 2008-09.

d) External Audit

The Audit Commission's latest Annual Audit and Inspection Letter (the Letter) provided an overall summary of the Commission's assessment of the Council. The Letter concluded that the Council was improving well, and making good progress with its transition plans towards the new unitary council for Wiltshire. The performance of services had been largely maintained or improved despite the period of significant change.

The Letter also highlighted areas requiring action, and recommended that the Council should:

- sustain improvements in social care services for adults to ensure that services for vulnerable people are of a good quality;
- monitor progress in assessing and improving the Council's performance against the standards in the new use of resources regime;
- develop plans to deal with its investments in Icelandic banks once the implications of these investments become clearer. Such plans should seek to manage the financial implications that will arise should some or all of

these investments prove to be irrecoverable; and

- continue to monitor closely the progress made in preparing for the transition to the new unitary council and the implementation of BMP in April 2009, and also how the new arrangements and system bed down thereafter.

The Final Accounts and Audit Committee have received a report from the Chief Executive outlining actions to be taken in response to the main recommendations of the Audit and Inspection Letter.

e) Comprehensive Performance Assessment (CPA)

Under the CPA the Audit Commission's overall assessment of the Council was published in the Annual Audit and Inspection Letter in March 2009. The Commission's overall judgement is that the Council is improving well, and is classified as three stars (out of four) in its level of performance.

The latest CPA Use of Resources Assessment showed that the Council had maintained its overall standard from the previous year, and was continuing to perform at level three (out of four). The Council's external auditor, KPMG's report on Use of Resources for 2008 highlighted areas where further improvements could be made, most notably in relation to regular review and testing of the Councils' business continuity plan. Action is now being taken to put this into practice, as part of an overall action plan for meeting the Use of Resources requirements for 2009.

f) Joint Area Review of Children's Services

The Joint Area Review of Children's Services reported in November 2008. It judged services to be adequate in relation to safeguarding, looked after children and children and young people with learning difficulties and/or disabilities. It judged services to reduce the number of young people not in education, employment or training and strategies to reduce teenage conceptions as good. It judged service management and capacity for further improvement to be adequate.

g) The Council's Standards Committee plays an important role in overseeing and promoting ethical governance throughout the Council, and this role is established in the Council's constitution. Over the last year the Committee has focused on ensuring that it is ready to take on the challenge of implementing the Code of Conduct for the 98 members of Wiltshire Council, but also for the approximately 2500 Town and Parish councillors in Wiltshire, a new responsibility for the Standards Committee. To that end, it has recruited and trained 6 new Town and Parish Council representatives and an additional 4

independent members. Working with officers, the Committee has ensured that the Member Induction Programme for the new Council included Code of Conduct training for the 98 members of Wiltshire Council and further training will be provided.

The independent Vice-Chair of the Standards Committee has chaired a cross-party member/officer focus group that developed the new constitution for Wiltshire Council.

The Standards Committee maintained oversight of ethical governance, receiving reports on the efficacy of the whistle-blowing procedure, customer complaints procedures, the member's Register of Interests, and a range of other governance matters.

Taking informed, risk based and transparent decisions which are subject to effective scrutiny

- a) Cabinet Members and Officers exercising delegated powers are required to take decisions in accordance with their respective schemes of delegation. The Leader's protocol for decision-making by Cabinet Members ensures transparency by requiring publication of the intention to make a decision on 5 clear days' notice and the final decision.
- b) Risk assessment forms an integral part of management reporting supporting the decision making process.
- c) Work of the County Council's Overview and Scrutiny Committees and Task Groups has focused upon:
 - monitoring the performance of the Council's major service providers, including external partners delivering residential care for older people (Orders of St. John), highways maintenance (Ringway), facilities management (Sodexo), Waste Management (Hills) and PFI Schools (White Horse Education Partnership), highways consultancy (Mouchel Parkman), and Energy Supply The Office of Government Commerce (OGC);
 - reviewing the implementation of major corporate policies, including the Business Management Programme (and Shared Services);
 - monitoring the Council's performance against Local Area Agreement targets and those in its Corporate Plan;
 - engaging in the Council's budget setting process and budget monitoring;

- initiating public inquiries into matters of local concern and contributing to the development and review of policy and service delivery, including:
 - community and voluntary transport; implementation of the Traffic Management Act; progress on Care First and Focus projects; improvements in the Real Time Passenger Information System; transport accessibility to health services;
 - transition from Children's Services to Adult Services; Primary Behaviour Support Service; school food improvements; Early Intervention Strategy; child protection arrangements;
 - delayed transfer of care; reforming Community Services; mainstreaming mental health; ambulance service.

During this period significant resources were redirected to joint scrutiny with the district councils during the transition to One Council. This was done via a joint board of elected members and included work on waste, development control, housing, customer access, community area boards, leisure and car parking.

d. Work of the Final Accounts and Audit Committee this year has included:

- review and approval of the Annual Governance Statement and Statement of Accounts for 2007/08;
- review of the work of Internal Audit;
- review of the Council's risk managements arrangements;
- review of the Annual Audit and Inspection Letter and the Audit and Inspection Plan;

Developing the capacity of members and officers to be effective in their roles

- a) Services are delivered by trained and experienced staff. Each post has a job description and person specification, and the training requirements of each member of staff are identified through the Council's corporate appraisal system, under which individual performance is monitored against personal, service and corporate targets.

- b) The Council has developed a People Strategy for the years 2008-2012. This provides a plan for ensuring that the new Council has an appropriate workforce in place to meet its long term objectives and priorities. The Strategy provides a framework for the key issues facing the new Council under 5 key headings:

- organisational development;
- leadership development;
- recruitment and retention;
- skill and competency development;
- pay and rewards.

A detailed action plan is being drawn up to support the implementation of the strategy with specific actions, timescales and resources that are required.

- c) The Council is committed to the ongoing development of its members and recognises the importance of building up the capacity and effectiveness of its members.

The Council's Member Development Policy:

- establishes members' individual training needs and allocates budget according to the Council's priorities;
- ensures equality of access to funds and training events;
- evaluates the effectiveness of member development annually to inform the allocation of funding for future years.

- d) A programme of development for the Corporate Leadership Team involving external skilled facilitation has taken place.

E. Significant Governance Issues

45. At this stage it is proposed to include the following as significant governance issues for the period covered by this Annual Governance Statement:

- a. Implementation of local government reorganisation in Wiltshire, including transition to unitary status, elections, induction of new members, revision of constitution, harmonisation of policies and practices (including staff terms and conditions), and the ongoing transformation of services.
- b. Implementation of BMP and the realisation of benefits from the system;

- c. Business continuity and resilience in relation to potential events, such as a serious influenza epidemic.
- 46. All risks are reported and monitored on the Corporate Risk Register on a regular basis by the Corporate Leadership Team, Corporate Risk Management Group and the Assurance Governance Group. Members receive regular reports on the significant risk areas through the Councils reporting arrangements.
- 47. The risks associated with the major projects at paragraph 44 a and b are being managed through the Council's standard project management arrangements with regular reporting to the relevant boards and member bodies.

We have been advised on the implications of the result of the review of the effectiveness of the governance framework control by the Audit Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Keith Robinson
Chief Executive

Jane Scott
Leader of the Council
