PETERBOROUGH CITY COUNCIL
DRAFT ANNUAL GOVERNANCE STATEMENT 2011 / 2012

1. SCOPE OF RESPONSIBILITY

Peterborough 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. The 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, the City Council 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.

Peterborough City Council has approved and adopted a Local Code of Governance, which is consistent with the principles of the CIPFA / SOLACE Framework *Delivering Good Governance in Local Government.* This statement explains how Peterborough City Council has complied with the Code and also meets the requirements of the Accounts and Audit (England) Regulations 2011 in relation to the publication of an Annual Governance Statement.

2. THE PURPOSE OF THE GOVERNANCE FRAMEWORK

The governance framework comprises the systems, processes, culture and values by which the City Council 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 Peterborough City Council's policies, aims and objectives, to evaluate the likelihood of these risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

3. THE GOVERNANCE FRAMEWORK

The Council is a complex organisation with an appropriately comprehensive governance framework. The Council works in a dynamic environment and keeps its processes under constant review. Our governance framework derives from six core principles identified in the Independent Commission on Good Governance in Public Services 2004 publication entitled *The Good Governance Standard for Public Services*. These principles were adapted for application to local authorities and published in 2007. The six core principles state that good governance means:

- Focusing on the purpose of the Authority and on outcomes for the community including citizens and service users and creating and implementing a vision for the local area;
- Members and officers working together to achieve a common purpose with clearly defined functions and roles;

- Promoting the values of the Authority and demonstrating the values of good governance through behaviour;
- Taking informed and transparent decisions which are subject to effective scrutiny and managing risk;
- Developing the capacity and capability of members to be effective and ensuring that officers (including the statutory officers) also have the capability and capacity to deliver effectively; and
- Engaging with local people and other stakeholders to ensure robust local public accountability.

The following paragraphs summarise the City Council's Governance Framework which has been in place for the year ended 31st March 2012 and up to the date of approval of this Statement and the Statement of Accounts.

The key elements of each of these core principles are as follows:

3.1: Creating and Implementing a Vision

Good governance means focusing on the purpose of the City Council, on outcomes for the community and creating and implementing a vision for the local area. The following describe how the City Council achieves this:

- The Council, and its partners, have a clear statement of its purpose and vision as set out in the Peterborough Sustainable Community Strategy 2008 – 2021 (SCS). This sets out the overarching strategy for the Council including its priorities and the outcomes that it is seeking to achieve. This Single Delivery Plan, together with Departmental Business Plans provides a clear basis for corporate and service planning which is carried out in accordance with the Corporate Planning Cycle.

- The SCS vision is to create:
  - *A bigger and better Peterborough that grows the right way, and through truly sustainable development and growth;*
  - *Improves the quality of life of all its people and communities, and ensure that all communities benefit from growth and the opportunities it brings;*
  - *Creates a truly sustainable Peterborough, the urban centre of a thriving sub-regional community of villages and market towns, a healthy, safe and exciting place to live, work and visit, famous as the environment capital of the UK.*

- There are four priorities for areas of work which are needed in order to achieve the vision. The four priorities are:
  - Creating Opportunities - Tackling Inequalities
  - Creating Strong and Supportive Communities
  - Creating the UK's Environment Capital
  - Delivering Substantial and Truly Sustainable Growth

- The SCS is a shared view across partners and the community about what needs to be done to improve the economic, social and environmental wellbeing of the local area. Partner organisations are expected to take account of the SCS when they prepare their own organisation's business plan. The Vision is reviewed through a variety of means including ongoing analysis of performance information; a review of national and local drivers for change; and consultation with stakeholders, including residents, businesses and partner organisations. Any changes made are cascading through the organisation to inform and amend departmental delivery contracts, service plans and business plans.

- The SCS contains a statement of objectives within each corporate priority. This document also records information about the Council's services and finances, and lists targets for the next three years together with planned improvements. Performance is normally reported to Cabinet on a quarterly basis and is monitored through various Scrutiny Committees. Performance information is available across the council through the council's corporate project management system, Verto.

- The Council and neighbouring authorities, and their business, higher / further education and VCS partners have been successful in a bid to government to develop a Local Enterprise Partnership (LEP). The introduction of LEPs is, in part, to replace the Regional Development Agencies which have been abolished. The LEP will bring together local authorities, businesses, voluntary sector, universities and further education colleges to provide strategic leadership and joint working in areas such as housing, transport infrastructure, employment and enterprise.

- Regular revisions are made to the Constitution to ensure continuing improvement and simplification, whilst maintaining appropriate governance checks. The Council continues to develop and refine systems for identifying and evaluating all significant risks, via its Corporate Management Team (CMT). Council approved a Risk Management Strategy in October 2004 and this has been regularly refreshed via Audit Committee. Changes to the overall strategic risk profile are reported through to members on the Audit Committee on a periodic basis, the most recent being in the February 2012 committee cycle.

- When the Council works in partnerships, it has a methodology which ensures that there is a common vision underpinning the work of the partnership that is understood and agreed by all partners. These partnerships range from strategic to operational. The overarching vision for partnership working is set out in the SCS supported by the Local Area Agreement which articulates it.

- A Medium Term Financial Plan (MTFP) and capital programme has been established to ensure that resources are aligned to priorities. The budget process incorporates consideration of the allocation of resources against corporate aims and plans for any financial risks. The MTFP allows annual strategic review in the context of performance against aims and sets targets of efficiency improvement to release resources for use elsewhere. Monitoring reports are submitted to CMT and Cabinet and issues are referred to other Scrutiny Commissions / Committees as appropriate.

- Value for money underpins the strategic priorities. Through reviews by External Audit, external agencies, Internal Audit, and internal review teams, 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 functions are exercised.

- The Council has a comprehensive comments, compliments and complaints scheme. This is used to identify areas where service quality is not satisfactory and to take action to improve. As an organisation, the Council is committed to meeting the service needs of a very diverse community and meet the "*Equality Framework for Local Government*".

3.2: Roles and Responsibilities of Members and Officers

Good governance means 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 are clear.

- The Council is governed by a Constitution which sets out the main control mechanisms and uses the Cabinet model for decisions. This is made up of the Leader, Deputy Leader and 8 other members, who are responsible for proposing budgets and policies and taking key decisions in relation to their various portfolios. During 2011 / 2012 there was also an additional Cabinet Advisor for Business Engagement, Tourism and International Links. Cabinet business is

governed by written procedures and principles contained in the Executive Decisions within the Constitution. Individual Cabinet members receive regular feedback from senior officers within their portfolios on the progress of objectives. Issues of strategic and corporate importance are referred to Cabinet.

- As well as Cabinet, other Committees are in place to cover the functions of Scrutiny, Regulatory and Neighbourhood Committees.
  - Scrutiny Committees can hold the Cabinet to account by reviewing decisions, undertaking reviews of the Council's functions, and consider any relevant matters affecting the city or its residents. Although they have no decision making powers, the Commissions / Committees are able to "Call In" and review certain decisions of Cabinet. Until the call-in process is completed the decision cannot be implemented.
  - Regulatory Committees consider a variety of non-executive functions which Cabinet, by law, cannot undertake or has been agreed should not be considered by Cabinet. The committees are all cross-party and with the exception of Audit Committee, can include cabinet members.
  - Neighbourhood Committees have been set upon across the city. These deliver improvements for the local area by identifying, overseeing, monitoring and driving actions to support all issues relevant to the area, including service delivery, service improvements and area developments.

- All Committees have clear terms of reference and work programmes to set out their roles and responsibilities.

- An Audit Committee provides assurance to the Council on the effectiveness of the governance arrangements, risk management framework and internal control environment.

- The Council's Constitution contains a Code of Conduct for Councillors, protocols advising on the Code of Conduct of Officers and a specific protocol on Member / Officer Relations.

- Information bulletins are circulated to councillors on current local government issues and publications and regular briefings are provided on their role. Notices of all key decisions to be taken are published in the Council's Forward Plan in which the community is advised firstly that the decision is to be taken and secondly to whom representations can be made. In this was the public interest in major decisions to be taken by the Council is stimulated. Agendas, reports and published decisions are available to councillors and the general public via the Council's web pages.

- The Council ensures that effective management arrangements are in place at the top of the organisation.
  - The Councils Chief Executive (and Head of Paid Service) leads the Council's officers and Chairs CMT;
  - The Executive Director (Strategic Resources) as the s.151 Officer appointed under the 1972 Local Government Act carries overall responsibility for the financial administration of the City Council. They are also responsible for ensuring that there is an adequate and effective system of internal audit of the Council's accounting records and of its systems of internal control; and
  - The Solicitor to the Council, as Monitoring Officer, carries overall responsibility for legal compliance and the maintenance of high standards of conduct by providing advice and support to Members and Officers.

- Regular CMT meetings are held. In addition, Executive Directors meet their respective Cabinet Members on a regular basis. A Heads of Service Forum supports the work of CMT on a number of issues. In addition, there are a series of officer working groups who meet to deal with a range of specific service as well as cross cutting issues.

- All staff, including senior management, have clear conditions of employment and job descriptions which set out their roles and responsibilities. Terms and conditions of employment are in line with the harmonisation agreement implemented in 2008, and are regularly refreshed and amended following consultation with Unions. The terms and conditions of members are set out in the Members' Allowances Scheme within the Council's Constitution. The Scheme is approved by Council following preparation and review by an independent Panel at least annually.

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

3.3: Standards of Conduct and Behaviour

Good governance means promoting appropriate values for the Council and demonstrating the values of good governance by upholding high standards of conduct and behaviour. The following describes how the Council achieves this:

- The Solicitor to the Council, after consultation with the Chief Executive and Executive Director (Strategic Resources) can report to Full Council if they consider 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 Council has adopted a number of codes and protocols that govern both Member and officer activities defining the standards of behaviour – such as Members Code of Conduct; Officers' Code of Conduct; Member / Officer Protocol; Planning Code of Conduct; Member declarations of interest; Gifts and Hospitality and Grievance procedures.

- The Council takes fraud, corruption and maladministration very seriously. Policies which aim to prevent or deal with such occurrences include the Anti Fraud and Corruption Policy and Fraud Response Plan; Confidential Reporting Code (Whistleblowing Policy); and Human Resources policies regarding disciplinary of staff involved in such incidents.

- Member conduct is monitored by Standards Committee, independently chaired, which also investigates any allegations of misconduct. The Standards Committee has a defined work programme which it reviews at each meeting which includes planned reviews of relevant codes and protocols within the Constitution. Amendments are being made to incorporate the work of the Standards Committee with the Audit Committee in light of changes as a result of the Localism Act.

- Corporate Complaints procedures enables the Council to receive and investigate any complaint made against it, a Member or a member of staff.

- The Council's financial management is conducted in accordance with the financial rules set out in the Constitution, the Budget Framework, Financial Regulations, Contract Regulations and Procurement Strategy. These rules set out the framework within which the Council conducts its financial affairs and ensures proper financial arrangements are in place. Furthermore, the arrangements conform to governance requirements set out in the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010). Executive salaries and £500 spending transactions are disclosed in order to maintain transparency.

- Full Council approves a balanced budget before the start of each financial year. This includes the Medium Term Financial Plan, annual reviewed, under which it plans its finances, target efficiency savings required and potential council tax implications over a three year rolling period. During the year, budget monitoring reports are taken to Management Teams and Members on a regular basis.

3.4: Decision Making, Scrutiny and Risk

Good governance means taking informed and transparent decisions that are effectively scrutinised and managing risk. The following describes how the Council achieves this:

- The Leader and Cabinet are responsible for all Executive Decisions. Operational matters requiring decision are delegated to Council Officers under the Scheme of Delegations.

- Forthcoming key decisions by Cabinet (including decisions by individual Cabinet Members), are published in the Cabinet's Forward Plan in so far as they can be anticipated. This is reviewed at each Cabinet Meeting.

- Cabinet has power to make decisions that are in accordance with the Council's policy framework and approved budget. Decisions that fall outside the policy framework or approved budget must be referred to the Full Council.

- Council has several committees which carry out regulatory or scrutiny functions which encourages constructive challenge and enhances the Authority's performance overall. Scrutiny Committees have power to review the decisions of Cabinet and Cabinet Members, through the "call-in" process, to determine whether decisions have followed the agreed process and are in accordance with the Council's policy framework and approved budget.

- The Council's Internal Audit service complies with the Accounts and Audit Regulations 2011 and operates in accordance with the "*CIPFA Code of Practice for Internal Audit in Local Government in UK 2006*". Responsibility for Internal Audit rests with the Chief Internal Auditor. Reporting lines are within the Strategic Resources Directorate, with reporting lines to the Head of Corporate Services, Executive Director (Strategic Resources) as well as access to the Chief Executive, Monitoring Officer and members as required. The Internal Audit division plans and priorities its work around a risk based auditing approach and seeks to programme in work based on risk, strength of control and materiality. Internal Audit makes recommendations for improving the internal control environment and part of their work includes monitoring agreed action plans. This ensures compliance with established policies and procedures, particularly financial and contract procedures. Reports, including an assessment of the adequacy of control and action plans to address weaknesses, are submitted to Members (through the Audit Committee), the Chief Executive, Executive Directors and management as appropriate.

- The Council maintains both Strategic and Operational Risk Registers. The Council undertook a fundamental review of its risk management approach, culminating in a revised strategy in September 2009.

3.5: Developing Capacity and Capability of Members and Officers

Good governance means developing the capacity and capability of members and officers to be effective. The following describes how the Council achieves this:

- The Councils structure gives clear accountability for the performance management of services, both within departments and corporately.

- 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 value of well trained and competent people in effective service delivery. The council has been recognised for strong commitment to professional

development and training of staff and has been awarded the IIP Bronze award as well as the CIPFA Platinum Accredited Employer mark. In developing Members' skills, the Council has an overall development strategy in place.

- Members of the Audit Committee are provided with training specific to its responsibilities prior to each meeting. The focus is on key governance issues such as risk management and internal control, together with scrutiny arrangements for the accounts. Individual briefings are enhanced by an Audit Committee Handbook.

- The council also provides induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis. All new and transferring employees will receive an induction. In addition, key messages are given to all: such as freedom of information and data security, procurement and financial regulations.

- Senior Managers have been through the Vision 2010: Building Managers for the Future programme, the purpose being to provide the necessary tools to support managers in delivering improved services linked explicitly to business outcomes and to enable them to display the expected leadership behaviours.

- All officers have comprehensive job descriptions and person specifications and the Council has a process in place to review performance for all staff. Where capability issues are identified, appropriate processes are in place to try to resolve these.

- As the needs of Councils become more and more stretched by finite resources, alternative service delivery methods have been explored. This has lead to the development of shared service arrangements with other councils, with Peterborough being the lead authority. These include opportunities with Rutland (for Legal and Trading Standards) and Cambridge City (for Internal Audit).

3.6: Engaging with Local People and Stakeholders

Good governance means engaging with local people and other stakeholders to ensure robust public accountability. The following describes how the Council achieves this:

- The Council's planning and decision making processes are designed to include consultation with stakeholders and the submission of their views.

- Every year we carry out many consultation exercises. Arrangements are in place to enable engagement with all sections of the community. These arrangements recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands. These have included Citizens Panel; Focus groups (face to face and on-line) - with, for example, refugees and asylum seekers, disabled people, young people, older people; Employee forums / Joint consultative forum; Voluntary and community sector network; One-off consultation events; and Public meetings. Varied channels of communication are used to reach all sections of the community and other stakeholders. Communication channels include: newspapers, surveys, press releases, internet, public question time at committee meetings, public speaking on planning applications, open forums, member surgeries etc.

- Our commitment to partnership working is demonstrated in our approach to community leadership. To give local citizens a greater say in local decision making, the Council established Neighbourhood Committees to cover the city and its surrounds. Neighbourhood Committees are open public meetings that are held at a local venue every two or three months. The meetings are an opportunity for residents to find out what is happening in their area and to discuss the big issues

and priorities. Residents meet with local ward Members and representatives from the Police, Health and Council. In addition, ongoing work in the community is also facilitated through the Parish Council Liaison Committee.

- The Council has a number of significant partnerships and outsourced contracts. These are:

  - Greater Peterborough Partnership – our local strategic partner;
  - Peterborough Culture and Leisure Trust (Vivacity);
  - Opportunity Peterborough;
  - Enterprise - An outsourced partnership for the provision of street scene activities previously undertaken by City Services;
  - SERCO – Provision of Council back office facilities, including revenues and benefits and ICT services; and
  - Health and Well Being Board - Overseeing expectations and service deliverables following the transfer of various activities from the PCT back to the Council.

4. REVIEW OF EFFECTIVENESS

The Council 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 maintenance of the governance environment, the work of the internal auditors, and also 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:

- Cabinet is responsible for considering overall financial and performance management and receives comprehensive reports on a quarterly basis. It is also responsible for key decisions and for initiating corrective action in relation to risk and internal control issues.

- There is a scrutiny function which holds the Cabinet to account, which include an overview of service and financial performance, efficiency and effectiveness.

- Standards Committee meet throughout the year to consider and review issues relating to the conduct of Members. This will change as the City Council implements the Localism Act.

- Audit Committee meet throughout the year to provide independent assurance to the Council in relation to the effectiveness of the risk management framework, internal control environment and the annual statement of accounts. Annually, the Internal and External Audit Plans are approved through the committee.

- Internal Audit is an independent and objective assurance service to the management of the Council who complete a programme of reviews throughout the year to provide an opinion of the internal control, risk management and governance arrangements. The work of Internal Audit is planned using risk assessments, assurance from other inspectorates, and discussions with Directors and Heads of Service; and annual plans are formulated and approved by Audit Committee. The work includes not only reviews of financial control, but also of risk management, control over the achievement of organisational policies and objectives, and compliance with laws and regulations. The outcome of all audit reviews are reported to the appropriate Director, and matters of concern are raised with the Chief Executive, Executive Director (Resources), Leader of the Council and the Chair of Audit Committee. Management of the Internal Audit function conforms to the principles contained in CIPFA's Statement on the Role of the Head of Internal Audit in Local Government.

- The Governance section within Legal and Democratic Services undertakes fraud investigations and detection work.

- Risk management is handled through a range of mechanisms. Risk owners are in place for all corporate risks. The risks cascade down to the services, who manage the risks via the service planning process and regular review. Corporate risks are revisited through CMT. Risks are accounted for in all project planning, the creation of the Medium Term Financial Plan and other Council operations as an inherent part of normal procedure.

- Work undertaken as part of the Strategic Governance Board. Made up of senior officers from across the Council and members, the Board has been established to consider, review and coordinate improvements in all aspects of the governance framework.

- The actions arising from the significant control issues detailed in last years Annual Governance Statement have been monitored throughout the year and reported through to Audit Committee.

- Assurance from the Audit Commission, other Inspection Agencies and External Audit. On completion of their work, a Joint Audit and Inspection Letter is issued to the Council. The last Joint Audit Letter was issued for the financial year 2010 / 2011, and was discussed and endorsed at meetings of the Cabinet and Audit Committee with an unqualified audit opinion on the financial statements.

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

- The Chief Internal Auditors' annual opinion on the status of the Council in terms of the governance and overall controls. For this year he has provided an unqualified opinion.

- Assurance from Executive Directors and their management teams on the key elements of the control framework were in place in their departments. The statement itself has been circulated to all Directors for consideration and is supported by them as an accurate reflection on the governance arrangements in place for the year.

5. SIGNIFICANT GOVERNANCE ISSUES

The review process has highlighted a number of new significant issues of the effectiveness of the governance and internal control environment. For each issue, detailed action plans have been determined, a responsible officer identified and a summary of the key elements are included in the table overleaf.

Conversely, items which were included in 2010 / 2011 which have been excluded as significant progress has been made in addressing the issues such that they are no longer considered a threat to the control environment. These items are:

<table>
<tr><th colspan="3">GOVERNANCE ISSUES IDENTIFIED IN 2010 / 2011</th></tr>
<tr><th colspan="2">ISSUE</th><th>PROGRESS</th></tr>
<tr>
<td>Use of Consultants</td>
<td>Following an independent review of the use of consultants, various actions were identified to put in place improved governance arrangements.

(Lead Officer: Director of Strategic Resources)</td>
<td>Ongoing monitoring arrangements have been implemented. Regular reports have been produced and submitted to Council, Scrutiny and Audit Committee.</td>
</tr>
<tr>
<td>Development of Neighbourhood Committees</td>
<td>Following a corporate review of the operations of Neighbourhood Councils, a number of changes were agreed at Cabinet / Full Council in March / April 2011. Appropriate governance needs to be in place to ensure effective decision making and resource development.

(Lead Officer: Head of Neighbourhood Services)</td>
<td>The seven committees are split between three distinct areas of the city. All community areas / activities are covered. Minutes are maintained for all meetings. Community funds are allocated for each to spend following agreement within each meeting.</td>
</tr>
<tr>
<td>Development of Medium Term Financial Strategy</td>
<td>Ongoing savings underpin the delivery of the MTFS. Regular monitoring needs to be in place to ensure successful delivery.

(Lead Officer: Head of Corporate Services)</td>
<td>Regular reports are produced for Cabinet and Scrutiny and has been updated throughout to reflect changes in circumstances and new proposals.</td>
</tr>
</table>

GOVERNANCE ISSUES IDENTIFIED IN 2011 / 2012		
ISSUE	**AREA FOR IMPROVEMENT**	**LEAD OFFICER**
Implementation requirements of new legislation with governance implications, for example, the Localism Act.	Robust arrangements are required to ensure that the Council introduces appropriate policies and procedures to deliver new legislation. Recent examples include: • The Bribery Act (from July 2011). Creating offences of offering or receiving bribes, bribery of foreign public officials and of failure to prevent a bribe being paid on an organisations behalf. • The Localism Act (from November 2011). Devolving greater powers to local communities over housing and planning decisions, including Right to Challenge and Right to Bid for assets.	Solicitor to the Council
Establishment of a Local Scheme to administer welfare payments	Various changes are proposed through the Welfare Reform Bill which will impact on how the Council pays and delivers its services. The Council will have to establish a local scheme and evaluate the impact on claimants and council services.	Executive Director of Resources
Transfer of Adult Social Care	Adult Social Care Services reverted to the local authority environment from February 2012. While there has been an initial smooth transfer of activities / services there is a need to review the processes and procedures so that there is efficient integration	Director of Adult Social Care
Safeguarding	Process and delivery improvements are required following poor service inspections within Children's Services. Delivery against an agreed OFSTED Action Plan requires effective monitoring and immediate action to address any shortfalls.	Executive Director of Children's Services
Equalities and Diversity	The Council needs to improve on its arrangements to undertake Equality Impact Assessments (EIA) and embeds these within its Service Delivery Plans	Executive Director of Operations
Information Governance	The Council needs to demonstrate that arrangements are in place for the security of information when it is taken out of the workplace, either on portable devices or where systems are accessed remotely via mobile or home based working or manual information	Solicitor to the Council
Risk Management and Business Continuity	There has been a repositioning of risk management and business continuity within the Council. There is a need to reappraise the effectiveness of the risk management process and to refresh business continuity and emergency planning arrangements, including undertaking a mock exercise.	Executive Director of Operations

6. CERTIFICATION

As Leader and Chief Executive, we have been advised on the implications of the results of the review of effectiveness of the Council's governance framework, by the Audit Committee and Cabinet.

Our overall assessment is that the Annual Governance Statement is a balance reflection of the governance environment and that an adequate framework exists within Peterborough City Council to ensure effective internal control is maintained. We are also satisfied that there are appropriate plans in place to address any significant governance issues and will monitor their implementation and operations as part of our next annual review.

Leader of the Council   Marco Cereste   _____   Date   _____

Chief Executive   Gillian Beasley   _____   Date   _____