

## Agenda Item 8

Report to: **Audit, Best Value and Community Services Scrutiny Committee**

Date: **24 June 2013**

By: **Monitoring Officer**

Title of report: **Assessment of the Corporate Governance Framework and Corporate Assurance Statement for 2012-13**

Purpose of report: **To consider the Monitoring Officer's draft report to the Governance Committee on the Annual Assessment of the Corporate Governance Framework and Annual Governance Statement.**

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### **RECOMMENDATIONS: The Committee is asked to**

- 1. note the report to the Governance Committee and its appendices; and**
  - 2. confirm whether there are any changes to the report that the Committee wishes to recommend to the Governance Committee.**
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### **1. Financial Appraisal**

1.1 There are no direct financial implications arising from this report.

### **2. Supporting Information**

2.1 Under its terms of reference, it is the role of this Committee to: "To review the Council's assurance statements, including the Annual Governance Statement, ensuring that they properly reflect the risk environment, and any actions required to improve it."

2.2 The Council publishes its Annual Governance Statement (AGS) in compliance with the requirements of the Accounts and Audit Regulations 2011. It is also reported separately to Governance Committee as part of the Monitoring Officer's Annual Assessment of the Corporate Governance Framework.

2.3 The Governance Committee report is attached as an appendix and can be updated further to include any issues raised at this meeting. In reviewing the AGS and the Monitoring Officer's report, Members should consider whether they properly reflect the Council's risk and internal control environment.

PHILIP BAKER  
Monitoring Officer

Contact Officer: Russell Banks

Tel No. 01273 481447

Local Member: All

### **BACKGROUND DOCUMENTS**

None



Committee: **Governance Committee**  
 Date: **5 July 2013**  
 Title of report: **Assessment of the Corporate Governance Framework for 2012-13**  
 By: **Monitoring Officer**  
 Purpose of report: **To (1) provide information on compliance with the Council's code of corporate governance and any changes to it that may be necessary to maintain it and ensure its effectiveness in practice; and (2) gain approval of the Council's Annual Governance Statement in compliance with the requirements of the Accounts and Audit Regulations 2011.**

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**RECOMMENDATIONS: The Committee is recommended to:**

- **note the action taken over the last twelve months to address the issues in last year's action plan and to approve the action plan for the next year;**
- **note that the items identified to enhance governance arrangements are reflected in Business Plans and that implementation will be monitored through the year;**
- **confirm that Members are satisfied with the level of assurance provided to them through this report and the Council's governance framework and processes;**
- **note the comments of the Audit, Best Value and Community Services Scrutiny Committee ;**
- **identify any significant governance issues that should be included in the Council's Annual Governance statement; and**
- **approve the Annual Governance Statement for signature by the Leader and the Chief Executive and publication within the Statement of Accounts.**

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**1. Financial Implications**

1.1 There are no direct financial implications arising from this report. Officer time will be required to achieve the improvements identified in the Annual Governance Statement.

**2. Supporting Information**

2.1 The Corporate Governance framework reflects both legislative and regulatory change and is based on revised guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Chief Executives and Senior Managers (SOLACE).

2.2 The Accounts and Audit Regulations 2011 require the Council to ensure that it has in place a sound system of internal control which facilitates the effective exercise of its functions and which includes arrangements for risk management. The Council is required to conduct an annual review of the effectiveness of its system of internal control and to prepare an annual governance statement in accordance with proper practices in relation to internal control to accompany its Statement of Accounts.

2.3 The production of an Annual Governance Statement is the final stage of an ongoing process of review of our governance arrangements including risk management and internal control. In summary the process must involve an organisation reviewing the adequacy of its governance arrangements, developing an action plan for improving those arrangements and communicating the framework to users and stakeholders.

2.4 This report was considered by the Audit, Best Value and Community Services Scrutiny Committee on 24 June 2013.

**3. Assessment of the Corporate Governance Framework for 2012-13**

3.1 The Council's corporate governance framework is underpinned by a number of key documents and processes. These are summarised in section 4 of the Annual Governance Statement (Appendix 4).

3.2 The main policies and strategies that make up the Council's corporate governance framework are set out in the Local Code and are attached as Appendix 1 to this report.

3.3 Following an assessment of the corporate governance framework for 2011-12 an improvement plan was put in place and a summary of the action taken is attached as Appendix 2.

3.4 The Monitoring Officer has undertaken a review of the Council's governance arrangements for 2012/13. This review process is summarised in Appendix 3. Each document or process in the framework has been assessed and named officers have been required to provide an assurance as to whether the document is being complied with, the level of awareness of the document amongst staff and stakeholders, whether it reflects Council policy and best practice, and arrangements for reviewing it. Where further improvements are identified these are set out within the Annual Governance Statement and form part of departmental business plans for the year ahead.

3.5 In addition all Chief Officers have signed their own Directorate Assurance Statement confirming that proper governance arrangements, effective risk management and a sound system of internal control are in place within their department. They are also asked to identify any exceptions and any actions being taken to address them. Similarly, these issues will be monitored through the relevant Business Plans

3.6 The overall Corporate Governance assessment and review of effectiveness has also been informed by the sources of assurance set out in section 3 of the Annual Governance Statement (Appendix 4). As part of the assurance gathering process, the CIPFA/SOLACE guidance on corporate governance was taken into account and is reflected in the Local Code.

3.7 Evidence shows that the Council continues to have in place good arrangements for corporate governance and that they are working effectively.

#### **4. Annual Governance Statement**

4.1 An Annual Governance Statement from the Leader of the Council and the Chief Executive is included at Appendix 4. It includes the mandatory disclosure of any significant governance issues identified through the Council's governance and internal control arrangements.

4.2 Sound Corporate Governance is crucial if the Council is to continue to provide leadership, direction and control. It is important that members are aware of the documents and activities that work together to provide assurances about the Council's Governance measures in place. The Annual Governance Statement provides an opportunity for the Council to assess and report transparently to the public how it ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

4.3 Since the abolition of the Comprehensive Area Assessment our external auditors are no longer required to formally assess and make scored judgements on our governance arrangements. However, they do review the Annual Governance Statement and in their most recent Annual Audit Letter concluded that it was neither misleading nor inconsistent with the findings from their audit work.

PHILIP BAKER  
Monitoring Officer

Contact officers: Russell Banks, Head of Assurance 01273 481447  
Andy Cottell, Democratic Services Manager 01273 481955

Local Member: All

**BACKGROUND DOCUMENTS:** Pro formas returned by document "owners" setting out whether the various codes, policies and strategies are being complied with.

**Local Code of Corporate Governance – key policies and processes**

Policy or process	Purpose, vision & outcomes	Purpose, functions and roles	Values, good governance, conduct & behaviour	Decisions, value for money, scrutiny & risk management	Capacity & capability	Engagement & accountability
Reconciling Policy, Performance and Resources	✓	✓				✓
Council Plan	✓	✓				✓
Contract Standing Orders	✓		✓	✓		
Risk Management Strategy	✓		✓	✓		
Communications Strategy	✓				✓	✓
Medium Term Financial Plan	✓					
Corporate Complaints Policy	✓		✓	✓		✓
Performance Management	✓	✓	✓		✓	
Partnerships Guidance	✓	✓	✓	✓		
Statement of Accounts	✓					✓
Constitution		✓	✓	✓		✓
Business Continuity Plan		✓	✓	✓		
Consultation and Engagement Strategy		✓			✓	✓
Employee Policies and procedures		✓	✓		✓	
Pay Policy		✓	✓	✓		
Scheme of Delegation		✓	✓			
Code on Officer / Member relations		✓	✓	✓		
Guidance to members on outside organisations		✓	✓	✓		
Code of Conduct for Employees			✓	✓		
Code of Conduct for Members			✓	✓		
Equalities Scheme and Policies			✓			✓
Anti Fraud & Corruption Strategy			✓			
Confidential Reporting (Whistle-blowing) Policy			✓	✓		✓
Anti Money Laundering Policy			✓			

Policy or process	Purpose, vision & outcomes	Purpose, functions and roles	Values, good governance, conduct & behaviour	Decisions, value for money, scrutiny & risk management	Capacity & capability	Engagement & accountability
Financial Regulations & Standard Financial Procedures			✓	✓		
Training & Development Strategy (Employees)			✓		✓	
Members Training & Development Plan			✓	✓	✓	
Health and Safety Policies & Procedures			✓	✓		
Project Management Toolkit			✓	✓		
Tendering & contracting Procedures			✓	✓		
Consultancy Code			✓	✓		
Annual Internal Audit Report			✓	✓		
Information Security Policy (including Data in Transit)			✓			
Data Protection Policy			✓			
Intellectual Property Guidance			✓			
Corporate Procurement Strategy, policies and guidance			✓	✓		
Overview and Scrutiny Procedures				✓		✓
Scheme for access of information				✓		✓
Freedom of Information Policy				✓		✓

**Progress against Corporate Governance action plan 2012/13**

<b>Improvement area</b>	<b>Target</b>	<b>Action to Date</b>	<b>Responsibility</b>
<b>Corporate Governance Framework</b>	<p>To review the Corporate Governance Framework to ensure that it remains up to date and reflects best practice.</p> <p>To consider implications of the CIPFA/SOLACE review of their Code.</p>	<p>Arrangements in relation to Corporate Governance were reviewed during 2012/13 and revisions made, including the establishment of the Statutory Officer Group. These arrangements will continue to be subject to on-going review and improvement.</p>	<p>Governance and Community Services</p>
<b>South East Seven Partnership</b>	<p>To ensure appropriate governance arrangements are in place in relation to any development of revised partnership working arrangements for the South East Seven Partnership, including the creation of companies.</p>	<p>The Leaders, Deputy Leaders and Chief Executives of the South East Seven Councils represent an overarching group overseeing the work of the partnership.</p> <p>The Council Plan contains relevant SE7 targets and where any decisions need to be made which impact on service delivery or have budgetary implications across East Sussex County Council, formal agreement will be sought through the Reconciling Policy, Performance and Resources process, schemes of delegation or other relevant governance mechanisms.</p>	<p>Chief Executive</p>
<b>Regulation of Investigatory Powers Act</b>	<p>To ensure that actions identified in the RIPA report following the Inspection in 2011/12 are implemented</p>	<p>Three of the four recommendations have been implemented. The fourth recommendation, which relates to training, will take place once relevant provisions come into force regarding the Protection of Freedom's Bill</p>	<p>Governance and Community Services</p>

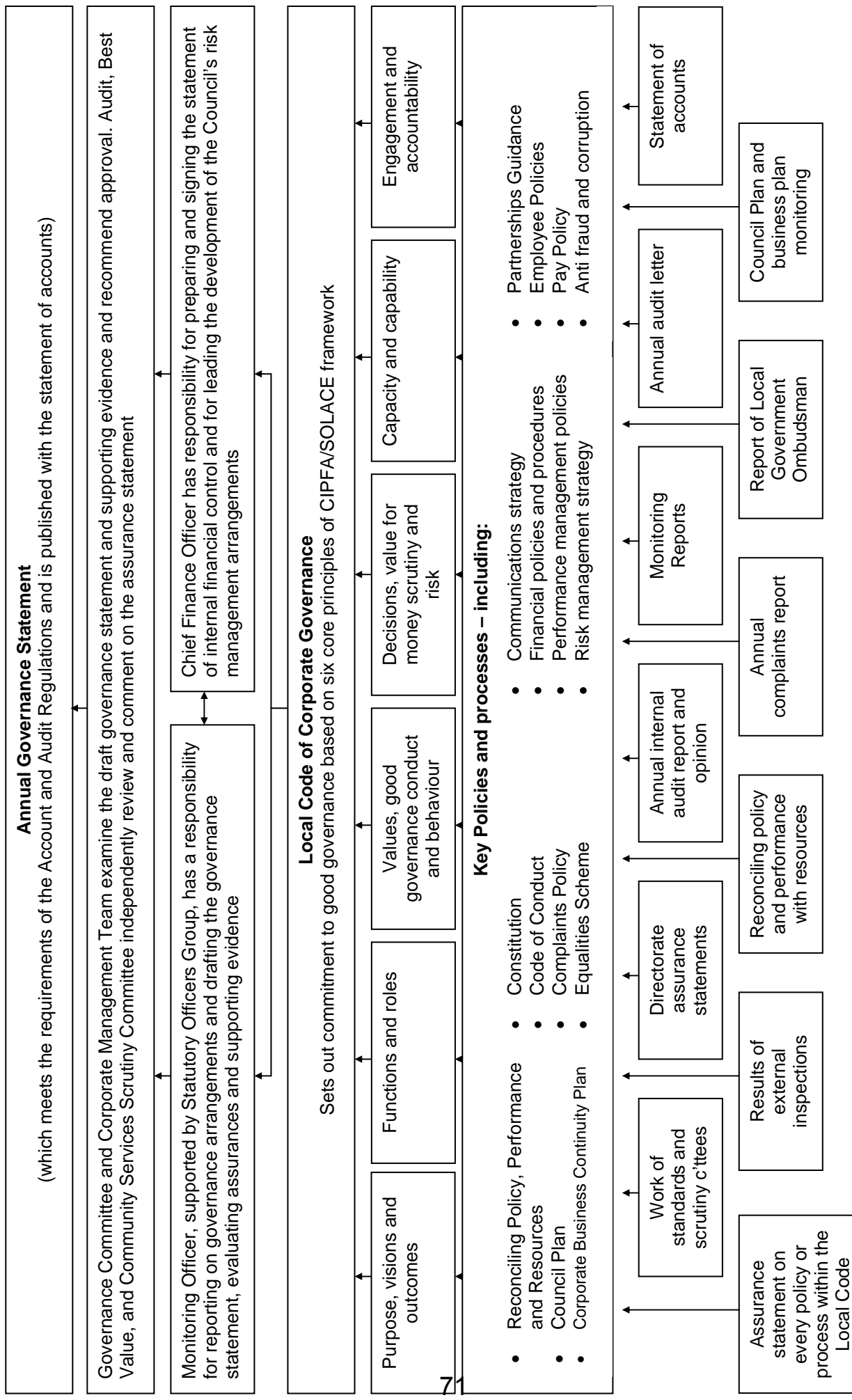
<p><b>Localism Act</b></p>	<p>To implement changes as appropriate in order to comply with the requirements of the Localism Act including</p> <p>(a) a revised standards regime and Code of Conduct for councillors</p> <p>(b) Community Right to Challenge – set out a policy for dealing with any expressions of interest made under the right to challenge</p> <p>(c) Assets of community value – consider any response required by County Council to list of assets of community value held by the district and borough councils</p>	<p>New standards regime introduced in July 2012. Independent Person has been appointed following public advert.</p> <p>The Community Right to Challenge scheme for East Sussex has been agreed</p> <p>A draft policy considering the Council's strategy and policy on asset transfer has been prepared. It is anticipated that this policy will be reported to LM for Community and Resources in June 2013 for final approval.</p> <p>Note – The regulations regarding listing of assets of community value were published on 4 October 2012 and were subsequently discussed at SPACES Board on 22 October 2012. To date no County Council assets have been listed or proposed for listing.</p>	<p>Governance and Community Services</p>
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<p><b>Health and Safety</b></p>	<p>To consider improvements in relation to the management of the controller of premises role</p>	<p>There has been a review of the online Risk Management system following the agreement for an online database to manage the County Councils property portfolio. Discussions will take place to ensure that this system and the agreed Health and Safety online Risk Management system will support controllers of premises and managers to meet their health and safety responsibilities.</p> <p>A revised specification has been submitted to the provider of the online Risk Management System and a meeting has been arranged for July 2013 to discuss the development and implementation.</p> <p>ESCC facilities providers, Amey, have been approached with regards to them providing a C of P service to all ESCC properties. This would involve them undertaking a range, but not all, of the C of P duties which would relieve managers of certain time consuming tasks and help improve the management of the C of P role. A draft specification will be circulated to the members of the Corporate Health and Safety Steering Group for agreement before being sent to Amey for a formal quote.</p>	<p>Governance and Community Services</p>
<p><b>Code of Conduct and Conflict of Interest</b></p>	<p>To ensure approval and implementation of the revised Code</p>	<p>Revisions to the Code of Conduct for Employees have been approved by the Governance Committee. Work is currently underway to make a further small revision in relation to potential conflicts of interest for those working with contractors/partners and possible future employers. The revised Code of Conduct was launched in October 2012.</p>	<p>Governance and Community Services</p>
<p><b>Scheme of Delegation</b></p>	<p>To update the schemes of delegations to Chief Officers and internal schemes of delegations from Chief Officers to other officers within departments</p>	<p>Scheme of delegations to chief officers and internal schemes of delegations from Chief Officers to other officers within departments have been updated. Further revisions will be made, as necessary, to reflect the structural changes</p>	<p>Governance and Community Services</p>

<p><b>Public Audit</b></p>	<p>When legislation is published the Council will need to consider necessary actions in relation to Public Audit. The role of National Audit Office will also be kept under review</p>	<p>This will continue to be reviewed and monitored as further information becomes available.</p>	<p>Business Services</p>
<p><b>Responsibilities and powers in schools</b></p>	<p>To review and assess the Council's roles, responsibilities and powers in schools</p>	<p>Good progress has been made, the council has set out a proposition for partnership with schools that has been approved by cabinet. The proposition is out for consultation with schools through a series of breakfast briefings.</p> <p>The Standards and Learning Effectiveness Service has reviewed the support provided for governors to discharge their responsibilities and is developing a programme of support, that will include targeted activity, to ensure governors have the knowledge and skills to discharge their responsibilities and thereby mitigate any risk to the council. The programmes will be delivered in collaboration with finance, personnel and internal audit.</p>	<p>Children's Services</p>

**ESCC Framework for the Annual Governance Statement**



All of these sources and others provide assurance on the adequacy and effectiveness of our controls over key risks



## East Sussex County Council

### Annual Governance Statement for the year ended 31 March 2013

#### 1. Scope of responsibility

East Sussex County 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 County 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. In discharging this overall responsibility, members and senior officers are responsible for putting in place proper arrangements for the governance of the County Council's affairs, the effective exercise of its functions, the management of risk and the stewardship of the resources at its disposal. To this end, East Sussex County 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 is on our website at [www.eastsussexcc.gov.uk](http://www.eastsussexcc.gov.uk) or can be obtained from the Council's Monitoring Officer. This statement also sets out how the County Council has complied with its Local Code and also meets the requirements of the Accounts and Audit Regulations 2011 for reviewing its system of internal control.

#### 2. Purpose of the governance framework

Good governance is about how the Council ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. Our governance framework comprises the systems, processes, culture and values by which the Council is directed and controlled. Through effective governance the Council is accountable to, engages with and, where appropriate, leads the community.

The code of corporate governance can provide only reasonable and not absolute assurance that the Council achieves its aim of good governance. Equally the County Council's system of internal control is designed to identify and prioritise the risks to the achievement our policies, aims and objectives, to evaluate the likelihood and impact of those risks being realised and to manage those risks efficiently, effectively and economically. It cannot eliminate all risk of failure; it can therefore only provide reasonable and not absolute assurance that our policies, aims and objectives are achieved.

The Local Code of Corporate Governance and the system of internal control have been in place at East Sussex County Council for the year ended 31 March 2013 and up to the date of the approval of the statement of accounts.

#### 3. Review of effectiveness

East Sussex County Council reviews the effectiveness of its governance arrangements, including its system of internal control, on an ongoing basis. This review of effectiveness is informed by:

- the work of Members through the Cabinet, Committees including Governance Committee, Standards Committee, Audit Best Value and Community Services Scrutiny Committee, Scrutiny Committees generally and the full Council;
- the work of Chief Officers and managers within the Council, who have primary responsibility for the development and maintenance of the internal control environment;
- the work of the Chief Operating Officer and the Chief Finance Officer;
- the work of the Monitoring Officer and the Statutory Officers' Group ;
- the risk management arrangements, including the maintenance and regular review of strategic risks by Chief Officers and departmental risks by management teams;
- the work of the internal audit service including their quarterly progress reports, on-going actions tracking arrangements and overall annual report and opinion;
- the external auditors in their audit annual letter and annual governance report;

- the judgements of a range of external inspection and other statutory bodies including the Local Government Ombudsman, the Care Quality Commission and the Office for Standards in Education

#### **4. Key elements of the governance and internal control environments**

The key elements that comprise the Council's governance arrangements are set out in the Local Code and they include:

- a Council Plan that sets out our vision for the community and the outcomes we intend to achieve;
- an established medium term planning process including the process for reconciling policy priorities with financial resources, which takes account of performance and the need to improve both customer focus and efficiency;
- a business planning and performance management framework which includes setting clear objectives and targets, both financial and otherwise;
- regular reporting of performance against the Council's key objectives, as set out in the Council Plan, to officers and Members;
- established budgeting systems, clear budget management guidance and regular reporting of financial performance against budget forecasts to officers and Members;
- financial management structures which promote ownership of financial issues within service departments;
- compliance with the Chartered Institute of Public Finance and Accountancy's Statement on the Role of the Chief Finance Officer. For the year 2012/13 the Deputy Director, Finance was the section 151 Officer and Chief Finance Officer;
- the Council's constitution which sets out clear arrangements for decision making, scrutiny, communication and the delegation of powers to officers and Members;
- codes of conduct for Members and employees which set out clear expectations for standards of behaviour;
- a clear framework for financial governance based on Contract Standing Orders, Financial Regulations and Standard Financial Procedures;
- a risk management strategy and risk management framework, which takes account of both strategic and operational risks and ensures that they are appropriately managed and controlled;
- Member committees with clear responsibilities for governance, audit and standards
- established arrangements for dealing with complaints and whistle-blowing, and combating fraud and corruption;
- schemes for identifying the development needs of Members and officers, supported by appropriate training;
- strategies for communication and consultation with the people of East Sussex and our key stakeholders;
- clear guidance that promotes good governance in our partnership working;
- a range of policies and processes designed to ensure best practice and legal compliance for personnel matters, ICT security, access to information, data protection and project management.

#### **5. Assurance and Significant Governance Issues**

No assurance can ever be absolute; however this statement seeks to provide a reasonable assurance that there are no significant weaknesses in the County Council's governance arrangements. On the basis of the review of the sources of assurance set out in this statement, we are satisfied that the County Council has in place satisfactory governance arrangements, including a satisfactory system of internal control, both of which are operating effectively.

As part of our review, we have not identified any gaps in assurance over key risks or significant governance issues.

The Council will continue to regularly monitor issues that may seriously prejudice or prevent achievement of its key objectives through its strategic risk review process

Both governance and internal control arrangements must be kept under review to ensure that they continue to operate effectively and meet changing legislative needs, reflect best practice and our intention to achieve excellence in all our activities. The Council, through the Directorate Assurance Statements, has identified a number of areas where it wishes to enhance its governance arrangements. These are set out on the attached annex A together with the Department responsible for them. These areas include:

- To complete the consolidation of support services and embed all arrangements for the Business Services Department
- To implement improvements in corporate financial monitoring and linkage with performance and risk management information
- To review, assess and where necessary, strengthen the County Council's anti-fraud and corruption arrangements
- To further development of integrated working with the East Sussex NHS Clinical Commissioning Groups to develop joint commissioning and service delivery
- To establish new committees following the County Council elections and train and induct new members

The Council Plan identifies a number of areas that have Governance implications and these will be monitored through the Council Plan. The areas outlined in the attached annex A will be monitored through departmental business plans.

The Council has also identified a need to develop its approach to transparency and to respond to the Government's open data agenda which will be monitored and managed.

Actions plans are in place to address these issues, and their implementation will be monitored and reviewed during the year.

Councillor Glazier, Leader  
Becky Shaw, Chief Executive  
5 July 2013





The following actions will be taken to strengthen governance, risk management and internal control environment during the current year. The actions are shown for each department

- **Business Services (BSD)** Embedding all arrangements for the new BSD including the new scheme of delegations for BSD.
- Complete the consolidation of support services and the application of the appointment support procedure for all those new in post;
- Work with other departments to manage and reprioritise as necessary work programmes and measure the outcomes and value added from the new BSD department.
- Ensure that BSD has clear strategies and plans for the department including training and development.
- With others, develop the RPP&R arrangements to improve integration of all aspects of resource management
- Ensure a corporate understanding of income streams and the risk associated with these.
- Review all policies and procedures having regard to consolidation as well as the various strategies in place.
- Have an increased focus on robust business cases and the use of project methodology to improve delivery of both one off and routine activities.
- Improve systems and standards of performance management within BSD.
- Review all systems and processes understanding the impact on the organisation and the control environment and planning for any necessary infrastructure changes.
- Improvements to our own BSD budget monitoring and visibility of it plus improvements to corporate monitoring and linkage with performance information and a risk management approach.
- Review, assess and where necessary strengthen the County Council's anti-fraud and corruption arrangements.
- Contract Standing Orders to be reviewed, updated and re-named as procurement Standing Orders with the approval of Elected Members.
- Named officers to represent the department and report to the Corporate Management Team on emergency planning and business continuity issues, supported by appropriate strategy documents.

### **Children's Services**

- Implement the outcomes of the service reviews and THRIVE programme in accordance with the Change Management policies.
- Implement recommendations from the Department Resilience Forum to improve departmental responsiveness in respect of business continuity and emergency planning across the department.
- Align the Children's Services business continuity plan with ISO22301.
- Further development benchmarking and comparative data analysis.
- Continue to develop the integration of financial, performance and risk management processes to ensure robust decision making.
- Strengthen our evaluation capacity in order to ensure resources are deployed effectively and achieving the desired impacts.
- Working in partnership with schools, colleges and other providers continue to develop collaborative practices to help build capacity for improvement.
- Implement changes to support the reforms to Special Education Needs and Disability (SEND) as set out in the Government's current SEND reform. Project Management capacity will be increased.
- Further develop the arrangements in place for information governance and for the handling, management and transfer of confidential, sensitive and personal data in line with the recommendations, once agreed, from the audit of information governance undertaken in 2013.

- Work with the Chief Executive and other corporate colleagues to ensure that the change programmes are managed and implemented safely in the context of change to the senior leadership of Children's Services and other structural changes within the County Council.
- Following the end of the government consultation processes, review agreed inspection frameworks for Children's Services and ensure the working groups identify actions that need to be taken to prepare the department for the best possible inspection outcomes.
- Track MTFP savings for 2013/14 to ensure we are on target to achieve the savings.  
Ensure processes are in place to engage Heads of Service earlier in the financial challenges of 2014/15 and onwards.
- Continue to work with the Business Services Department to ensure that robust methodology is in place to cost services to schools and a consistent approach to apportioning overheads.

## **Economy, Transport and Environment**

- Establishment of LTB governance arrangements
- Completion of emergency planning service review with new pan East Sussex governance arrangements
- Inviting audit review of contract team, governance arrangements and reporting for the BHLR
- Refresh of Economic Development activity including LEP governance and economic development projects
- Commence the commission work for future transport arrangements
- Working with BSD to establish new working methods and relationships
- Development of strengthened management and working arrangements for outlying depots and offices

## **Adult Social Care**

- The further development of integrated working with the East Sussex NHS CCGs to develop joint commissioning and service delivery including the Integrated Joint Community Rehabilitation Service and Neighbourhood Support Teams at locality level. These are governed through the three Network Groups that are multi-agency Boards with the CCGs and are reported to the East Sussex Executive Group and the East Sussex Health and Wellbeing Board.
- External challenge to our service developments and reviews from service users, carers, external agencies and through benchmarking.
- Development of processes to enable client to manage direct payments using Pre-Loaded Payment Cards.
- Establishment of the Discretionary East Sussex Support Scheme, a 'non cash' replacement scheme for elements of the Discretionary Social Fund involving colleagues in audit and following consultation events across the County will be reviewed during the first pilot year to ensure it is sustainable.
- A DMT level Board has been established to manage the implementation of the RPP&R financial targets. This has specific Client Leadership Groups to deliver the savings agenda over the next 3 years. The performance Board will continue to oversee and manage performance within ASC.

## **Governance and Community Services**

- Train and induct new Members;
- Establish Committees and train Chairman;
- Incorporate regular Health and Safety risk review into DMT agenda; and
- Continued programme for EQIAs to cover proposed service changes.