

ANNUAL GOVERNANCE STATEMENT

This statement meets the requirement to produce a Statement of Internal Control pursuant to Regulation 4 of the Accounts and Audit (Wales) Regulation 2005.

Part 1: SCOPE OF RESPONSIBILITY

Gwynedd 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. Gwynedd 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, Gwynedd Council is also 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 and adequate and effective financial management.

Gwynedd Council has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework *Delivering Good Governance in Local Government*. A copy of the code is available on our website or can be obtained by writing to the Gwynedd Council, Council Offices, Shirehall Street, Caernarfon, Gwynedd LL55 1SH. This statement explains how the Authority has complied with the code and also meets the requirements of regulation 4(2) of the Accounts and Audit (Wales) Regulations 2005 in relation to the publication of a statement on internal control.

Part 2: THE PURPOSE OF THE GOVERNANCE FRAMEWORK

In establishing its framework, Gwynedd Council has defined Governance as ***“doing the right things in the right manner”***.

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

The system of internal control is a significant part of the governance framework and is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it 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 Gwynedd Council’s policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The governance framework described above has been in place at Gwynedd Council for the year ended 31 March 2013 and up to the date of approval of the statement of accounts.

Part 3: THE GOVERNANCE FRAMEWORK

The Local Code of Governance is based on six core principles of the CIPFA/SOLACE Framework for corporate governance in local authorities, and their supporting principles, which had been in turn adapted from the “Good Governance Standard for Public Services” that had been published by the Independent Commission on Good Governance in Public Services in 2004. The CIPFA/SOLACE Framework sets out the requirements for meeting each principle and also what should be reflected in the local code of governance.

This Annual Governance Statement was prepared in accordance with the addendum to the CIPFA/SOLACE Framework published in December 2012.

The key elements of the systems and processes that comprise Gwynedd Council’s governance framework arrangements are as follows:

3.1 Values, Vision and Service Quality

The Council’s Values

The Council’s values are:

- **Serving**
- **Positive**
- **Working as a team**
- **Value for Money**
- **Respect**

The Council’s Aim

The Council’s aim is to ensure the **Best for the People of Gwynedd Today and Tomorrow**. This is the continuous aim that informs the work of the Council at all levels and we will continue to measure the extent to which we achieve this on a daily basis.

Strategic Plan

When adopting its Strategic Plan for the year for 2012/13, it was agreed that the Council would adopt a Strategic Plan for the remainder of the Council term, from 2013 to 2017.

The plan was prepared in several stages, as follows:

- Stage One – Needs Assessment and Horizon Scanning, identifying the main social, economic, environmental and policy drivers that currently influence the Council and the County, and which are likely to do so in the coming years.
- Stage Two – using the data and key information as a basis for identifying priorities for the draft plan.
- Stage Three – Confirming the Priorities and Developing Delivery Proposals.

The Strategic Plan 2013-2017 was adopted by the full Council on 2 May 2013.

In our introduction to the Strategic Plan 2013-2017, we state:

“For the period 2013 to 2017, the biggest threat to the sustainability and improvement of services is the combination of ever increasing demand for services and a substantial reduction in Council resources. This plan seeks to address this challenge by fundamentally changing the business model of the Council. A key feature, throughout the plan, is to work more effectively with partners, individuals and communities to prevent and reduce demand for services by helping earlier, as problems arise, and helping more people to help themselves. We also recognize that as a Council we need to change the way we engage with service users and communities and become more citizen centric. In addition, we will need to become more innovative in the way we provide services

in order to contribute to more substantial efficiency savings and minimise service cuts. We are confident that, in Gwynedd, we can build on the virtues of our citizens, communities and workforce in order to overcome these challenges and exploit the right opportunities. Hence, the overall vision for the period is:

Supporting the people of Gwynedd to thrive in difficult times”

Service Quality

The Strategic Plan sets out a series of visions that contribute to the main vision. Each priority within the Strategic Plan is subject to attention by a Delivery Panel, which is led by the relevant Cabinet Member. The aim of the delivery panels is to assist the Cabinet Member to achieve the public undertakings contained in the Strategic Plan.

The arrangements for identifying measures and performance ambition has been developed across the authority.

The Council's scrutiny arrangements is a key part of its governance arrangements. Since changing the political arrangements to a Cabinet system, the scrutiny committees, which will determine their own work programme annually, prioritise attention to a relatively small number of items over the year. The scrutiny committees look at those issues in the context of their impact on residents and so the quality of services is a key element of that. Also this year, the scrutiny committees have embarked on a new system of scrutiny investigations that look at an area in detail and make recommendations to improve them.

The Council's Culture and Business Arrangements

Self-assessment work by the Council showed that there is a need to change the Council's internal culture in order to **“make the people of Gwynedd central to everything we do”**. The Strategic Plan notes the following achievements expected by 2017 in this thematic area:

- **A clear and common vision for everyone in the Council (known as “Ffordd Gwynedd / The Gwynedd Way”) regarding the corporate culture that’s needed, if we are to ensure that the people of Gwynedd are central to everything we do, and ensure that the vision is rooted throughout the Council.**
- **Appropriate engagement arrangements to ensure we accomplish the important issues to the people of Gwynedd in order to prioritize our resources accordingly.**
- **Make more efficient use of resources, and seek to minimise the impact of cuts on the people of Gwynedd.**
- **More people of Gwynedd benefiting from schemes that capitalise on the size of the Council.**
- **Effective preventative services in place, in order to reduce the demand on services by prevention and early intervention.**

3.2 Use of Resources and Value for Money

Financial Strategy

In addition to the Strategic Plan, the Council has also adopted a Financial Strategy for the period 2013/14 - 2016/17 at its meeting on 28 February 2013. The Financial Strategy is based on a forecast of Welsh Government Grant, annual increases in Council Tax, savings programs, and by establishing effective preventive services, to reduce demand through prevention and early intervention services.

In his Annual Improvement Report 2013 on Gwynedd Council, the Auditor General for Wales noted, ***“The Council benefits from strong financial leadership and has been very successful in planning effectively for the future. This approach has avoided the need for rash decisions and service cuts to balance the budget, and has allowed the Council to introduce service efficiencies in a planned and structured way over a period of time”.***

Preventive Arrangements

The need to establish effective preventive arrangements has been included in the Strategic Plan because Gwynedd Council recognises:

- That the financial challenge facing the Council will both intensify and last far longer than initially expected.
- That concentrating solely on efficiency measures would be insufficient to meet the financial gap and entail making substantial service cuts.
- An additional approach to reduce and delay the implementation of service cuts, namely demand management.
- That this could be a viable option for the future.
- That some things will have to change to increase the chances of the strategy of managing demand being successful.

An initial strategy document was adopted by the full Council on 28 February 2013. The strategy was approved as a basis for:

- Formal engagement with local, regional and national partners.
- Mobilising financial resources both internally and externally to support the planning and implementation stage of the strategy.
- Acquiring the necessary skills and capacity to be successful.
- Evaluating what works well at present and identifying gaps in provision.
- Engaging with the public in order to establish a better understanding of how citizens and public services can work better together to cope with the financial challenge.
- Establishing appropriate governance arrangements, which build on existing structures (where possible) in order to ensure successful progress.

3.3 Roles, Responsibilities and Decision Making

The Cabinet

Following the introduction of the Local Government (Wales) Measure 2011, far-reaching changes to the Constitution were introduced to the Council's Annual Meeting on 17 May 2012. The Council had adopted a Leader and Cabinet model, in accordance with the options available to it under the Measure, at its meeting held on October 20, 2011, to become effective following the May 2012 election. As a result of the changes, the powers to determine and implement the vast majority of the authority's functions are transferred from the Council to the Executive, namely the Council's Cabinet.

The Cabinet consists of 10 Councillors and is chaired by the Council Leader. Each of the members has a specific portfolio with responsibility for areas within Council services that are clearly defined.

Since the introduction of the 2011 Measure, the Council has undertaken reviews of all its governance arrangements in order to comply with the Measure. This includes fundamental changes in the of Executive Role, with the introduction of a Cabinet to replace the Board. It has also meant reviews and changes in the roles of Scrutiny and Overview and Audit, and the establishment of a new role of Head of Democratic Services that has been delegated to the Head of Strategic and Improvement.

Schemes for delegation to committees, Cabinet members and officers

Part 3 (Responsibility for Functions) of the Council's Constitution contains details of the schemes for delegation to committees, members and officers together with the distribution of functions that were not the responsibility of the Cabinet.

The Constitution also contains a protocol on members' duties and responsibilities. The protocol contains details on the purpose and responsibilities of members, Chairperson, Vice-chairperson, Cabinet members and the Council Leader.

Rules of Procedure

In addition to this, the Council's Constitution continues to include specific rules in order to implement and make decisions. These include:

- Council Procedure Rules
- Contract Procedure Rules
- Financial Procedure Rules
- Overview and Scrutiny Procedure Rules
- Access to Information Procedure Rules
- Overview and Scrutiny Strategy
- Schemes of Delegation within the Constitution
- Protocol for Member/Officer Relations

Statutory Officers

The Council has adopted a management structure that includes a Chief Executive (who is also the Head of Paid Service) and 3 Corporate Directors. Together, they form the Council's Corporate Management Team. The Council has nominated the following to undertake statutory functions:

- Monitoring Officer pursuant to Section 5 of the Local Government and Housing Act 1989 – **Head of Democracy and Legal**
- Responsible Financial Officer pursuant to Section 151 of the Local Government Act 1972 – **Head of Finance**
- Head of Democratic Services pursuant to Section 8 of the Local Government (Wales) Measure 2011 – **Head of Strategic and Improvement**
- Director of Social Services pursuant to Section 6 of the Local Authority Social Services Act 1970 – **Head of Social Services, Housing and Leisure** until 30 May 2013, when the statutory role was moved from the Head of Department to **Corporate Director** level in the senior manager structure. The function has been allocated to a specified Corporate Director.
- Lead Director for Children and Young People's Services pursuant to Section 27 of the Children Act 2004 – a specified **Corporate Director**
- Chief Education Officer pursuant to Section 532 of the Education Act 1996 – **Head of Education**

Part 5 (Codes & Protocols) of the Council's Constitution contains protocols for the discharge of the statutory functions of the Monitoring Officer, the Chief Financial Officer and the Director of Social Services.

Gwynedd Pension Fund

Gwynedd Council administers Gwynedd Pension Fund for its own employees as well as the employees of 24 other bodies on the schedule (including 2 Local Authorities) and 16 admitted bodies. An annual report for the fund is prepared in accordance with the requirements of Regulation 34 of The Local Government Pension Scheme (Administration) Regulations 2008.

3.4 Standards and Codes of Conduct

Codes of Conduct

All Gwynedd Council's officers and members must behave in a way which is in line with the Codes of Practice for Members and Officers, which are contained within the Council's Constitution and the Local Code of Governance.

The Code of Conduct for the Council's elected members is lead by the Members Conduct Order (Principles) (Wales) 2001. The Order identifies the principles that should govern the conduct of local authority members in Wales.

The Council has adopted "The Code of Conduct (Qualifying Local Government Employees) (Wales) Order 2001" as its code of conduct for all staff.

The Gwynedd Standard

The "Gwynedd Standard" document was adopted by the full Council on 21 October 2010. The document explains the standard of conduct expected from Gwynedd Council's councillors in dealing with each other. It should be read in conjunction with the Members Code of Conduct and the Protocol Member-Officer Relations. It adds to those documents and does not detract from them.

Standards Committee Procedural Rules

The Council has adopted the Local Government Investigations (Functions of Monitoring Officers and Standards Committees)(Wales) Regulations 2001 to manage the functions of the Standards Committee.

3.5 Risk Management, Internal Control and Dealing with Irregularities

Anti-fraud and Corruption Policy

The latest version of the Anti-Fraud, Anti-Bribery and Anti-Corruption Strategy 2013 – 2016 was adopted by the Audit Committee at its meeting on 29 January 2013. The purpose of the Strategy is to provide an overview of the Council's policy with regards to its attitude towards fraud and corruption and those who perpetrate, or seek to perpetrate, fraud or corruption against Gwynedd Council and the taxpayer.

Dealing with Gifts and Hospitality

Part 5 (Codes & Protocols) of the Council's Constitution contains:

- Policy for Gifts and Hospitality – Officers
- Protocol for Members Gifts & Hospitality
- Officers Interests Policy

Corporate Risk Registers

The Council considers and addressed its risks on 3 'layers', namely Corporate Risks (strategic risks that are considered when developing the Strategic Plan), Cross Departmental Risks (operational risks that affect all departments, or the majority of departments) and Departmental Risks (key risks that are specific to one department). In addition to these, consideration is given to project risks as part of the project management system of corporate projects.

Service Managers are owners and managers of risks, and are responsible for implementing corrective actions to address deficiencies in processes and controls. Heads of Department assess the risks that managers have identified, include the main risks in the departmental risk register and support managers' mitigation arrangements. In addition, Heads of Department are expected to observe the broader patterns and patterns over the horizon, and ensure that the departmental risk register is reviewed regularly.

The Management Group is responsible for ensuring that Cross-Departmental Risks receive due attention. Measures to manage Corporate Risks are incorporated in the Strategic Plan 2013-2016.

Whistle Blowing and receiving complaints from the public

The Council has adopted a Whistle Blowing Policy and Arrangements, a scheme which gives staff a safe and reliable method for reporting honestly any concerns regarding illegal, fraudulent or corrupt behaviour, financial malpractice, endangering the public or the environment, abuse of clients, etc. The Council has introduced a standard procedure across the Council to deal with complaints, but with separate arrangements for Social Services.

3.6 Audit Committee

In accordance with the Council Constitution, the Audit Committee is "those charged with governance".

During 2012/13 the Council had an Audit Committee that was responsible for carrying out statutory functions in accordance with Part 81 of the Local Government (Wales) Measure 2011. Draft Terms of Reference for the Committee were presented at its meeting on 12 July 2012, which defined the role and functions of the Committee, which is consistent with these statutory requirements.

The activities of the Audit Committee during 2012/13 included:

- Scrutinising, challenging and accepting the Statement of Accounts (subject to audit) (12 July 2012).
- Approving the Annual Governance Statement for the financial year 2011/12 and the period since the balance sheet date (12 July 2012).
- Approving the revised statutory financial statements for Gwynedd Council and Gwynedd Pension Fund, receiving relevant reports from the Wales Audit Office, and authorising the Head of Finance and Chair of the Committee to sign the "letters of representation" and submitted them to the Appointed Auditor from the Wales Audit Office (27 September 2012).
- Receive a register of reports from external auditors and regulators (27 September 2012 and 14 February 2013).
- Scrutinising and challenging the Financial Strategy, in order to obtain assurance that it addresses the relevant risks and gives due consideration to the risks faced over the coming four-year period (14 February 2013).
- Scrutinising, challenging and deciding to recommend to the full Council adoption of the Treasury Management Strategy Statement, the Minimum Revenue Provision Strategy and the Annual Investment Strategy for 2013/14, the Prudential Indicators and the Treasury Management Schedules (14 February 2013).
- To receive quarterly reports on internal audit work product.

Internal Audit

During 2012/13 the Internal Audit service was provided in accordance with CIPFA's Code of Practice for Internal Audit in Local Government in the United Kingdom. The latest Terms of Reference for Internal Audit were adopted by the Audit Committee at its meeting of 27 September 2012. The Council's Financial Procedure Rules, that are part of the Constitution, give Internal Audit the necessary powers to undertake its role effectively. The arrangements that are in place have been designed to ensure compliance with the Code of Practice. They also assist the Council to maintain assurance arrangements that comply with the governance requirements of the *CIPFA Statement on the Role of the Head of Internal Audit*.

The Internal Audit Plan for 2012/13 was based on the Internal Audit Strategy 2012-15. The final plan contained 100 pieces of work. In addition to this, follow up work is completed in order to ensure that control weaknesses that have been identified in audits are addressed. An "Acceptable" or "Excellent" opinion was given to 89% follow up audits during 2012/13. This suggests that robust arrangements are in place within the authority to implement audit recommendations in order to strengthen internal controls and manage risk.

In accordance with the requirements of the CIPFA Code of Practice, the Senior Manager, Audit and Risk prepares an annual report that summarises the results of internal audit work during the year on the overall system of internal control within the authority.

3.7 Compliance with relevant Legislation and Regulations

Before the Executive exercise their power, either as individuals or as a Cabinet, they must receive the advice of the Chief Executive, Monitoring Officer and Chief Financial Officer, to ensure that any decisions that are made are legal and appropriate.

After the Executive make any formal decision a decision notice is published that states the decision, the rationale behind that decision, any other arguments or considerations (including policy implications on the decision), as well with the comments of statutory officers and other relevant individuals.

The Head of Democracy and Legal has arrangements to receive updates on any new legislative developments through subscriptions to commercial reference materials as well as through membership of a professional group "Lawyers in Local Government" (LLG). The Council's constitutional arrangements is that the executive responsibility for any new legislation falls on the relevant head of department and if there is doubt as to which department, the decision is made by the Chief Executive.

The procedures in place allows the Head of Finance to perform his duties fully, and assist the Council to maintain financial management arrangements which comply with the governance requirements of the *CIPFA Statement on the Role of the Chief Financial Officer in Local Government*. The Head of Finance is the Officer responsible for reporting in accordance with Section 114 of the Local Government Finance Act 1988 if the Council has, or is likely to make, unlawful expenditure.

3.8 Training and Development of Members and Managers

Member Training

The Council has robust arrangements for training and developing members. An induction procedure is in place for the period after each election and a programme of training sessions (with dates set in advance) is planned for each year. In addition, the Council is responding to the new expectation that the Council offers an annual review of member training and development needs and, subject to members' response to the proposal, we will offer the opportunity to develop personal development plans.

Officer Training and Development Plan

A training programme is in place for every Council officer.

The Council has devised a training matrix for staff, and has identified 6 training categories: Corporate Management Team, Heads, Managers, Field Leaders, Supervisors, Staff and Direct Workers. Specific features were used to identify the appropriate training category for staff. A training programme has been developed for every category.

The Performance Review process is part of the Council's Performance Management System which supports the Council's values. All officers of the Council are expected to be the subject of an appraisal at least once a year.

3.9 Partnerships and Collaboration

In the past year, the Council and its partners have re-examined its strategic partnerships arrangements. The Partnership Rationalisation Project led to the creation of one new strategic partnership structure across Gwynedd and Anglesey in the main strategic areas (Community Strategy, Children and Young People, Health, Care and Welfare and Community Safety). The new arrangements have started operating this year and we will address the efficiency of those arrangements during the year.

The Council has developed the following success criteria that need to be satisfied when considering any new collaboration scheme:

- Positive business benefits for the Council in terms of financial, performance and service resilience improvement.
- A better return on our investment, of officer and member time and other costs, compared with alternative opportunities for business and benefits which may, or may not be, collaborative in nature.
- Protecting and supporting the status of the Welsh language in Gwynedd and promoting the use of the Welsh language outside the county.
- Acceptable governance and accountability arrangements.

- Retaining our commissioning role.
- A fair distribution of employment opportunities.
- Acceptable levels of risk.
- In terms of geography, collaborating across areas that are acceptable for Gwynedd Council (i.e. not necessarily in the regional footprint)
- Realistic timeframes.

Part 4: EFFECTIVENESS OF THE GOVERNANCE FRAMEWORK

Gwynedd Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the executive managers within the authority who have responsibility for the development and maintenance of the governance environment, the head of internal audit's annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

A **Governance Arrangements Assessment Group** was established during the year, to keep a continuous, more disciplined overview on governance matters, raise wider awareness of them, and encourage wider ownership of the Annual Governance Statement. The Group comprises a Corporate Director, the Monitoring Officer, the Senior Manager Corporate Commissioning Service and the Senior Manager Audit and Risk.

The following contributed to an assessment of the effectiveness of the governance framework during the year:

- The consideration given to the governance arrangements in the preparation of Gwynedd Council's Strategic Plan 2013 – 2017, including consideration of significant strategic risks facing the Council. A series of workshops for Cabinet members were held during January 2013 to discuss the key issues to be addressed by the Council at a strategic level, including governance issues.
- A review of the governance arrangements by the Head of Democracy and Legal.
- Assessments by members and chief officers in developing "The Gwynedd Way", which is a common and clear vision for everyone in the Council about the corporate culture that is needed if we are to ensure that the people of Gwynedd are central to everything we do. One expected outcome of "The Gwynedd Way" is to ensure a performance regime that measures if we meet the needs of the people of Gwynedd and provide them with value for money.
- Internal Audit Work, as summarised in the Head of Internal Audit's Annual Report, presented to the Audit Committee in April 2013. The report includes the following general assurance: ***"On the basis of Internal Audit work completed during 2012/13, in my opinion Gwynedd Council has a sound framework of control to manage risks. This assists in providing assurance in the arrangements for ensuring effective and efficient achievement of the Council's objectives, as the steps taken by the Council during the accounting period to establish and strengthen internal controls and to ensure that recommendations to remedy weaknesses identified by the Internal Audit service have, overall, been satisfactory. However, there is a need to further develop the formal processes with regards to recording risks within the Council's business units"***.
- The Wales Audit Office annual review of the Internal Audit service. This was presented to the Audit Committee at its meeting on 12 July 2012.
- Consideration of the results of the work of external auditors and regulators, including the Wales Audit Office, Estyn and the Care and Social Services Inspectorate Wales (CSSIW).
- The Audit Committee has maintained an overview of the Council's internal control arrangements on a regular basis throughout the year, by considering the work of internal and external auditors.
- The Financial Strategy 2013 – 2017 was challenged by the Audit Committee and the full Council before it was adopted.

- The Council's Anti-Fraud, Anti-Corruption and Anti-Bribery arrangements have been assessed using CIPFA's assessment framework. A new strategy was developed from this assessment and approved by the Audit Committee on 29 January 2013.
- The Pensions Committee scrutinised the Pension Fund Annual Report at its meeting on 26 July 2012.
- The process of preparing the Internal Audit Plan 2013/14 included an assessment of the Governance Framework, as summarised in the Local Code of Governance, to identify the areas to be covered by Internal Audit during the year. This will include a review of the Code itself.
- An assessment by the Governance Arrangements Assessment Group of the Local Governance Framework, to identify the areas of governance that need to be addressed in the coming years, whilst noting that the majority of these issues will take more than one year to resolve.

We have been advised on the implications of the result of the **review of the effectiveness of the governance framework** by the Audit Committee, and that the arrangements **continue to be regarded as fit for purpose in accordance with the governance framework**. The areas already addressed and those to be specifically addressed with new actions planned are outlined below.

Part 5: SIGNIFICANT GOVERNANCE ISSUES

The processes outlined in previous sections of this statement describe the methods used by the Council to identify the most significant governance issues that need to be addressed:

| Matter that has been identified | Arrangements to Respond | Whose Responsibility? |
|--|--|---|
| <p>Arrangements Engagement. We need to strengthen the link between the Council and the electorate through frontline Members by establishing new Area Assemblies. This will also incorporate the Council's response to consultations, and enable the Council to demonstrate how we listen and respond to messages.</p> | <p>One of the projects of the "Gwynedd Way" vision, "Engagement", will address this.</p> | <p>Corporate Director</p> |
| <p>Decision Making. The citizen needs to be considered in the decision-making process.</p> | <p>This is the fundamental to the principles of the "Gwynedd Way". Whilst there is a process for ensuring that this happens, an assessment carried out when preparing the "Gwynedd Way" showed that it may not be working wholly as it should and therefore the purpose of one of the projects in the "Gwynedd Way" vision is to ensure that the Cabinet model is effective.</p> | <p>Monitoring Officer</p> |
| <p>Training. The training arrangements for members and officers need updating, especially for the new roles in the context of standards and codes.</p> | <p>The fundamentals for member training is in place. During 2013/14 we will develop a system to respond to the demands of members for personal development plans to assist them in their work.</p> | <p>Head of Strategic and Improvement / Monitoring Officer</p> |
| <p>Scrutiny. Scrutiny needs to focus increasingly on outcomes for the Citizen.</p> | <p>Is included in a "Gwynedd Way" project, which is to ensure that we have Scrutiny arrangements that focus on the impact of services on our people.</p> | <p>Senior Manager Corporate Commissioning Service</p> |
| <p>Impact Assessment Arrangements. The Council has arrangements in place to assess impact in different areas, but the arrangements do not give one overview of all the issues combined.</p> | <p>We do have impact assessment arrangements, but during the year we will specifically assess to what extent these are effective.</p> | <p>Senior Manager Audit and Risk with the assistance of the Governance Arrangements Assessment Group.</p> |
| <p>Risk Management Arrangements. Although the arrangements for the identification and registration of corporate and cross-departmental risks are effective, weaknesses have been identified in the arrangements on a departmental level.</p> | <p>The Audit and Risk Services, with the assistance of Performance Improvement and Efficiency officers, will promote system and guidelines for each Head of Department.</p> | <p>Senior Manager Audit and Risk</p> |

Part 6: OPINION

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

HARRY THOMAS
GWYNEDD COUNCIL CHIEF EXECUTIVE

Councillor DYFED WYN EDWARDS
LEADER OF GWYNEDD COUNCIL

DATE

DATE