Waveney District Council

Annual Governance Statement

2015/16

The Annual Governance Statement reports publicly on the extent to which the Council has to comply with its code of governance on an annual basis, including how the Council has monitored the effectiveness of its governance arrangements in the year, and on any planned changes in the coming period.

CONTENTS

1. SCOPE OF RESPONSIBILITY

1.1 Waveney District Council's responsibilities are to:

- ensure its business is conducted in accordance with the law and proper standards,

- safeguard and properly account for public money,

- use public money economically, efficiently and effectively,

- meet our duty under the Local Government Act 2000 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.

1.2 To achieve this, the Council must put in place proper arrangements for the governance of its affairs, to facilitate the effective exercise of its functions which includes arrangements for the management of risk.

1.3 Waveney District Council has produced a Code of Corporate Governance, which is consistent with the principles of the CIPFA/SOLACE Framework *Delivering Good Governance in Local Government.* The Code was reviewed and revised in September 2015 and was approved by Audit & Governance Committee at its 17th September 2015 meeting.

1.4 This Statement explains how the Council has complied with the Code and also meets the requirements of the Accounts and Audit Regulations as amended.

2. THE PURPOSE OF THE GOVERNANCE FRAMEWORK

2.1 The governance framework is the systems, processes, culture and values which direct and control the Council. The framework also includes the activities with which the Council accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

2.2 The system of internal control is a significant part of that framework. It is designed to manage risk to a reasonable level. This is an ongoing process:

- to identify and prioritise risks to the achievement of the Council's policies, aims and objectives;

- to evaluate the likelihood of those risks occurring and the impact if they do;

- to manage risks efficiently, effectively and economically.

2.3 The system of internal control cannot eliminate all risk of failure so only provides reasonable and not absolute assurance of effectiveness.

2.4 The governance framework has been in place at the Council for the year ended 31st March 2016 and up to the date of approval of the annual report and statement of accounts.

3. THE GOVERNANCE FRAMEWORK

3.1 The Council has committed itself to the pursuit of proper corporate governance throughout its services and to establishing the principles and practices by which this can be achieved. To support this, briefings on topical issues are held to enable Member development.

3.2 Corporate governance is the system by which the Council leads, directs and controls its functions and relates to the community and its partners. Through various systems and processes the Council strives to adhere to the principles of good governance: openness, inclusivity, integrity, and accountability.

3.3 The Council's governance environment is consistent with the six core principles of the CIPFA/SOLACE framework (pictured below).

Extract from CIPFA/SOLACE 'Delivering Good Governance in Local Government'
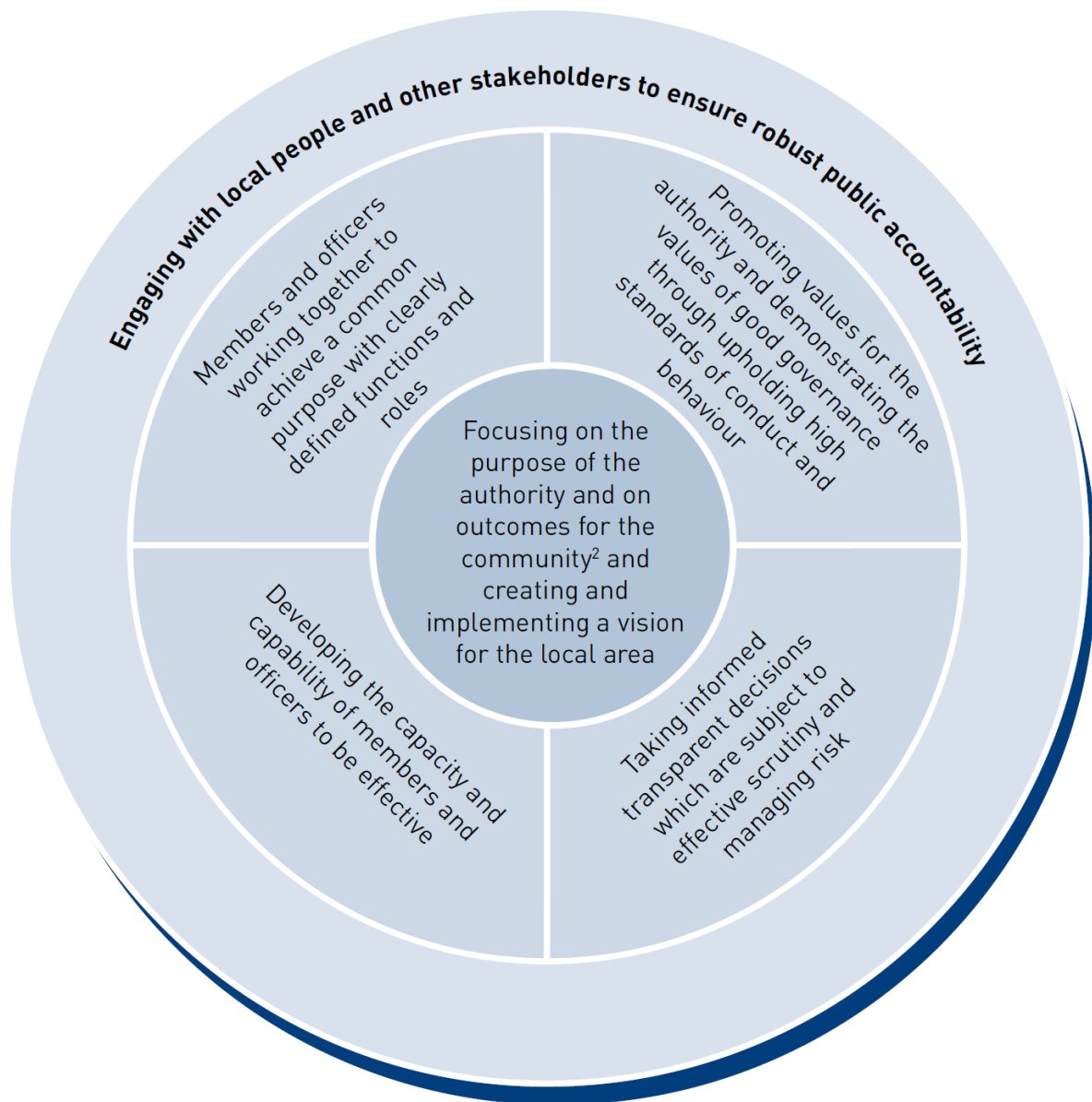
Footnote 2 in the picture refers to 'community' including citizens and service users.

3.4 Each of the core principles above has supporting principles to further explain the purpose of the core principle. The supporting principles are provided in Appendix A.

3.5 Appendix B details all the supporting evidence and processes for the Corporate Governance Assurance Framework which embeds the core principles and, where applicable, hyperlinks to corporate documents have been provided.

4. REVIEW OF EFFECTIVENESS

Governance

4.1 The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the Heads of Service within the Council who have responsibility for the development and maintenance of the governance environment, the Head of Internal Auditor's

annual report, and also by comments made by the External Auditors and other review agencies and inspectorates.

4.2   The flowchart at Appendix C explains the governance assurance framework, starting from the Council's Framework policy to the Annual Governance Statement being published.

Audit

4.3   A sound system of internal control and the management of risks are integral parts of the Council's corporate governance arrangements. As a consequence the Council's external auditors can place greater reliance on the outcomes of the work undertaken by the Internal Audit Team. Internal Audit has completed successfully its approved audit plan for the year and made recommendations as appropriate. The Audit & Governance Committee monitors the progress against agreed actions and recommendations and will request officers report back on overdue recommendations. There still remain a small number of recommendations relating to prior years that are overdue for completion at the year-end; these are continually monitored by Internal Audit and where necessary are considered by CMT as part of the regular Corporate Governance Days. It is planned that the recommendations will be fully implemented during 2016/17.

4.4   The Council continued to strengthen its internal control systems by addressing the issues raised. No recommendations were made by the External Auditor as part his Audit Results Report in 2014/15.

Risk Management

4.5   Risk Management covers all services and operations throughout the Council and is continuously monitored and managed across both Councils by the joint Corporate Risk Management Group (CRMG). The CRMG meets at least every quarter as part of Corporate Governance meetings to review the joint corporate risk register. Corporate risks continue to be fully integrated into the Council's overall performance management which is considered quarterly by Cabinet and reviewed by the Audit & Governance Committee. Interactive training sessions were also successfully delivered by Zurich Municipal to Members and officers on the principles of risk management and how risk is managed within the council.

4.6   The Council continues to promote the understanding of risk at all levels (developing a toolkit, training at induction, manager training and support), as the responsibility for managing risks is not restricted to one area or person but to every Member and Officer. The Council's risk management activity is co-ordinated and led by the CRMG, chaired by a Strategic Director and supported by members of CMT and other senior officers.

4.7   The joint Risk Management process was considered by the Audit and Governance Committees of both councils during the year. The Risk Management Strategy continues to provide details of risk management roles and the responsibilities of individuals and groups across both councils.

4.8   The combined Corporate Risk Register identifies those risks, along with the controls that are in place to prevent them, and proposals for improvement and mitigation. These continue to be reviewed on a rolling programme through CRMG and Audit and Governance Committee. The performance of all corporate risks is also included within the quarterly East Suffolk Performance Reports.

Project Management

4.9   Following the introduction of a shared project management methodology, training continues to be provided as part of the core corporate governance training for all managers. Advice and support is offered to relevant staff on the application of good project practices, particularly surrounding changes in service delivery. All projects are recorded on Service Plans, which are combined into a joint Corporate Project Register which is considered at Corporate Management Team to ensure that projects are effectively managed and any significant risks arising can be addressed corporately.

4.10 Project groups combining members and officers were established to manage the Council's large capital projects. These project groups ensured adequate contract management was occurring and allowed fast reaction to any project issues if they occurred.

Contract Management

4.11 Joint contract procedure rules have been rolled out across both Councils. Training has been delivered and will continue to be delivered by the procurement and legal teams at both sites, for any officer to attend. Guidance is published on the intranet, and support is offered by the specialist procurement and legal teams to relevant managers. A corporate contracts register is maintained by the Procurement team, published on the intranet and considered as part of Corporate Governance Days, so that senior managers can monitor that contracts are being effectively managed.

Designated Officer Group

4.12 Membership of the Designated Officer Group is those officers that hold statutory roles within the Council, such as Head of Paid Service, Monitoring Officer, Section 151 Officer and Head of Internal Audit. The group meets regularly to discuss management of:

- finances and governing business (value for money / MTFS and budget setting / risk management / internal audit / ethical issues / business continuity);

- resources (workforce planning / recruitment monitoring / absences / health & safety / asset management); and

- performance (inspections / business plan / service plans / partnerships / measuring performance / emerging issues).

Head of Internal Audit Opinion

4.13 The Head of Internal Audit Opinion states that ***reasonable assurance*** can be placed upon the adequacy and effectiveness of the Council's systems of governance, risk management and internal control in the year to 31st March 2016. The Head of Internal Audit has highlighted the following areas where control weaknesses were identified and improvement required.

- Business Continuity – Significant improvements have been made over the last year. Further work is required around verifying business continuity arrangements within our service delivery partnerships.

- Contract Management – The Council's ability to oversee effective, efficient and economic contracts requires strengthening.

4.14 All the issues raised by the Head of Internal Audit have been incorporated within the Council's Annual Governance Statement, which will be presented to the Audit and Governance Committee and Council.

4.15 In continuing to strengthen the internal control arrangements regular and routine review and sign off by the Chief Finance Officer of all key control accounts reconciliations was undertaken to ensure timely monitoring of key transactional activities.

Financial Management

4.16 Joint financial procedure rules have been approved and training for Members and officers is being developed and will be rolled out during 2016/17.

4.17 The Government's Spending Review, carried out during 2015, and the 2016/17 Local Government Finance Settlement indicated substantial reductions in Government grant funding and a clear change in Government policy towards council tax, with council tax now being allowed

to increase at above inflation levels in order to address priority spending areas. The Government has announced proposals for councils to retain all locally raised business rates by the end of the decade, and to end the distribution of core grant from central Government. Significant changes have also been proposed for the New Homes Bonus (NHB). Together with the current Devolution initiative, these proposals will fundamentally change the Local Government Finance environment and the relationship with Central Government.

4.18 Overall, this period is characterised by an increased shift towards locally-generated resources, with an accompanying transfer of both risk and opportunity, which has very significant medium-term financial implications for the Council. The Council's Medium Term Financial Strategy (MTFS) shows growing budget shortfalls of funding sources compared with budgeted expenditure beyond 2016/17, which indicate genuine concerns about the Council's financial viability, reserve levels, and ability to provide services. Members and officers will have to make strong, concerted, and sustained efforts to ensure that a balanced budget position is achieved before 2018/19.

4.19 In accordance with the 2010 'CIPFA Statement on the Role of the Chief Financial Officer in Public Service Organisations', the Section 151 Officer, Chief Financial Officer, is a professionally qualified member of Association of Chartered Certified Accountants (ACCA), and is a member of the Council's Corporate Management Team, reporting directly to the Chief Executive and the Leader on all key Strategic finance matters. In addition this post is a member of the Designated Officer Group, chaired by the Chief Executive; it comprises the statutory officers that represent both Councils. The Council's financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010). The document is available on the CIPFA website.

5. SIGNIFICANT GOVERNANCE ISSUES

5.1 In arriving at the areas to address during 2016/17, the Council has been informed by the results of the review of the effectiveness of the governance framework within the Council arising from last year's reports, by the outcomes of internal and external review bodies that report on the Council's performance to date, by undertaking a gap analysis of the six core principles that underpin delivering good governance in local government, and by consulting Members.

5.2 The 2014/15 Annual Governance Statement included four governance improvement actions, of which two areas concerning ICT Strategy and ICT Disaster Recovery Plan have been successfully completed and positive movement has taken place on elements of the other two areas during the last financial year. The following two actions were not completed during the year and are rolled-over to be addressed in 2016/17:

Agreed Areas to Address	Responsibility	Priority
Business Continuity Plan – further work is required around verifying business continuity arrangements with our service delivery partnerships.	Head of Environmental Services & Port Health	High
Contract Management – continue to improve the oversight of contract management around contract specification, contract risk management and execution of lessons learned registers.	Corporate Management Team	High

5.3 Appendix D contains 18 planned improvement areas which were carried forward from last year. Progress against these specific areas is that 11 have been actioned (completed/closed) with seven remaining open. A number of the new improvement areas to be addressed during 2016/17 have been identified and are also shown in Appendix D.

5.4 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.

Post	Signature	Date
Colin Law Leader of the Council		15th September 2016
Stephen Baker Chief Executive		15th September 2016

SUPPORTING PRINCIPLES OF CIPFA'S SIX CORE PRINCIPLES OF DELIVERING GOOD GOVERNANCE

Principle 1: Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area	Principle 2: Members and officers working together to create achieve a common purpose with clearly defined functions and roles	Principle 3: Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour	Principle 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk	Principle 5: Developing the capacity and capability of members and officers to be effective	Principle 6: Engaging with local people and other stakeholders to ensure robust public accountability
Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcome for citizens and service users	Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function	Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance	Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny	Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles	Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships
Ensuring that users receive a high quality service whether directly, or in a partnership, or by commissioning	Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of members and officers are carried out to a high standard	Ensuring that organisational values are put into practice and are effective	Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs	Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group	Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning.
Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money	Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of the other		Ensuring that an effective risk management system is in place	Encouraging new talent for membership of the authority so that best use can be made of individual's skills and resources in balancing continuity and renewal	Making best use of human resources by taking an active and planned approach to meet responsibility to staff.
			Using the legal powers to the full benefit of the citizens and communities in their area		

WDC GOVERNANCE ASSURANCE CORPORATE FRAMEWORK
SUPPORTING THE SIX CORE PRINCIPLES

- Access and Customer Care Strategy (2015 to 2019)
- Air Quality Consultation
- Annual audit letters
- Annual Governance Statement
- Annual Report
- Anti-Bribery Policy and Procedure
- Anti Money Laundering Policy
- Anti-theft, Fraud & Corruption Policy
- Assurance Statements
- Audit (and Governance / Risk) Committee

- Budget process
- Business case appraisal process
- Business Continuity Plan

- Capital Strategy
- Code of Corporate Governance
- Committee reports, agendas and minutes
- Competency frameworks (part of Managing Performance – people – framework)
- Complaints process
- Compliance and Enforcement Policy

- **Constitution**
  - Part 2: Functions and responsibilities of senior officers and councillors
  - Part 2: Scheme of Delegation
  - Part 2: Scrutiny framework
  - Part 2: Terms of reference for committees
  - Part 4: Financial procedure rules and standing orders
  - Part 4: Procedure rules (contracts, employment, meetings)
  - Part 5: Members' Code of Conduct
  - Part 5: Officers' Code of Conduct
  - Part 5: Protocol on member / officer relations
  - Part 6: Members' Allowances Scheme

- Contaminated Land Strategy
- Corporate Governance Group
- Corporate Risk Register
- Council newsletter
- Council website
- Customer feedback process

- Data Protection Policy
- Data Quality Strategy
- Digital Strategy

- East Suffolk Business Plan
- East Suffolk Growth Plan
- East Suffolk Partnership priorities
- East Suffolk People Strategy
- East Suffolk Quarterly Performance Reports
- Enabling Community Strategy
- Equality & diversity policies
- External audit (and other reviews)

- Financial procedure rules and standing orders
- Financial services

- Gateway to Homechoice Allocation Policy
- Green Infrastructure Strategy

- Head of Internal Audit
- Head of Paid Service
- Health and Safety Officer
- Human Resources
- Health and Safety Policy
- Health and Safety policies
- Homelessness Strategy

- ICT strategy and action plan
- Independent remuneration panel
- Internal audit

- JNC terms & conditions
- Job evaluation process
- Job descriptions
- Joint Emergency Response Plan
- Joint Environmental Policy

- Key decisions

- Law & governance
- Leisure Strategy
- Local Plan
- Local Enterprise Partnership
- Local Government Ombudsman (report)

- Managing performance (people) framework (including appraisal process)
- Medium Term Financial Strategy

- Member Communication Guidelines
- Member Development Strategy
- Member training
- Monitoring Officer

- Partnership framework
- Pay policy statement
- People Strategy
- Performance Management (business) framework (including team and service plans)
- Procurement regulations
- Procurement Strategy
- Prudential code
- Publication Scheme
- Freedom of Information

- Record of decisions
- Register of Councillors' interest
- Risk management process
- Risk Management Strategy

- S151 Officer
- Salary scales
- Senior management remuneration report
- Service plans
- Staff surveys
- Social Media Enterprise Project
- Statement of Accounts
- Suffolk Code of Conduct
- Suffolk Growth Strategy

- Timetable of council meetings
- Transparency publications
- Training programs
- Treasury Management Investment Strategy
- Treasury Management Policy Statement
- Timetable of council meetings

- Waveney Sustainable Community Strategy 2010-2028
- Waveney Tenancy Strategy
- Whistleblowing Policy
- Workforce development and plans

Key
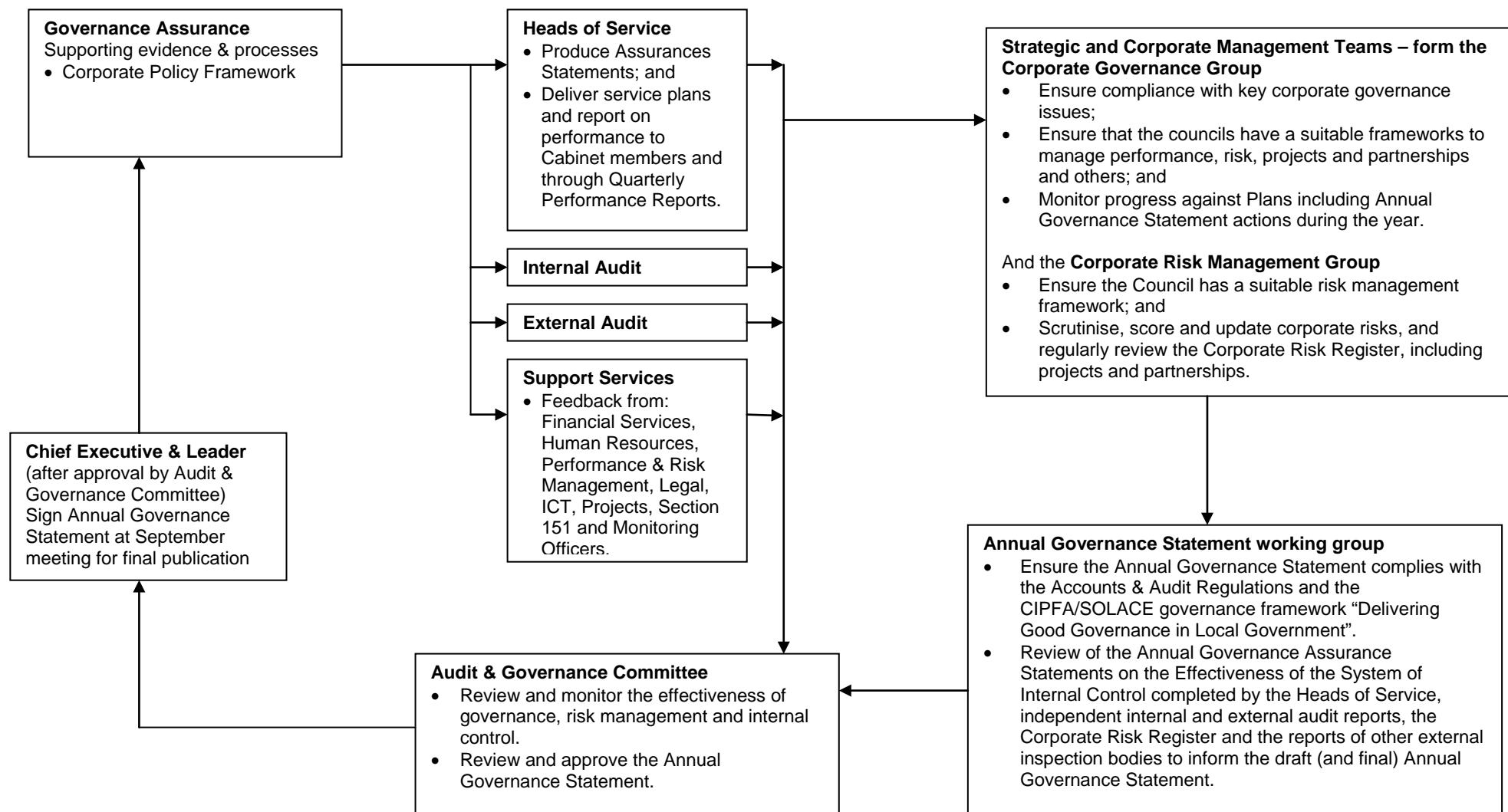
Hyperlink to information on internet   Processes   Internal use

The Council's Governance Assurance Framework

Governance Assurance
Supporting evidence & processes
- Corporate Policy Framework

Heads of Service
- Produce Assurances Statements; and
- Deliver service plans and report on performance to Cabinet members and through Quarterly Performance Reports.

Internal Audit

External Audit

Support Services
- Feedback from: Financial Services, Human Resources, Performance & Risk Management, Legal, ICT, Projects, Section 151 and Monitoring Officers.

Strategic and Corporate Management Teams – form the Corporate Governance Group
- Ensure compliance with key corporate governance issues;
- Ensure that the councils have a suitable frameworks to manage performance, risk, projects and partnerships and others; and
- Monitor progress against Plans including Annual Governance Statement actions during the year.

And the **Corporate Risk Management Group**
- Ensure the Council has a suitable risk management framework; and
- Scrutinise, score and update corporate risks, and regularly review the Corporate Risk Register, including projects and partnerships.

Chief Executive & Leader
(after approval by Audit & Governance Committee)
Sign Annual Governance Statement at September meeting for final publication

Audit & Governance Committee
- Review and monitor the effectiveness of governance, risk management and internal control.
- Review and approve the Annual Governance Statement.

Annual Governance Statement working group
- Ensure the Annual Governance Statement complies with the Accounts & Audit Regulations and the CIPFA/SOLACE governance framework "Delivering Good Governance in Local Government".
- Review of the Annual Governance Assurance Statements on the Effectiveness of the System of Internal Control completed by the Heads of Service, independent internal and external audit reports, the Corporate Risk Register and the reports of other external inspection bodies to inform the draft (and final) Annual Governance Statement.

AGS – Progress against planned improvements

Principle 1: Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area	
Embed and communicate the annual report.	**Open**. Work to embed the East Suffolk Business Plan is already in motion, with posters, staff briefing and information circulated. The Annual Report will support and link to that process.
Review the Shared Business Plan.	**Completed**. The New East Suffolk Business Plan has been produced and is in place. Progress against deliverables and actions are now incorporated within Service Plans. Progress on actions and corporate projects will be included within the East Suffolk Quarterly Performance Reports in 2016/17.
Determine the scope and provision of an asset investment plan in relation to capital and revenue budgets.	**Open**. An early draft has been produced which sets out the scope and vision for an Asset Investment Strategy. Further work is being undertaken to test some of the assumptions in relation to the economy, available market's / diversity of portfolio etc.
Continue to address income streams which are reducing.	**Open** Ongoing. Good services are being delivered. Customer satisfaction remains high when compared with benchmark groups. Action needed to streamline decision making processes to improve efficiency.
Principle 2: Members and officers working together to achieve a common purpose with clearly defined functions and roles	
Continuously review internal communications to embed and ensure effectiveness.	**Open**. A significant amount of work has been undertaken and now further embedding is underway. Improvements include ongoing process of meetings and trainings being provided by the Communications Team, which is being overseen by SMT through the Strategic Director. Regular meetings are now being held between Heads of Service and Communications Managers. Communication Managers have also attended team meetings. Members have also been provided with training/workshops on communications, including the Communication Strategy and role of Community teams.
Introduce a joint member/officer protocol with Suffolk Coastal DC / Waveney DC.	**Closed** This planned improvement is no longer relevant due to prospective merger of the councils.
Review local alternatives to IIP accreditation.	**Closed**. Corporate Governance Day can check and monitor progress against the People Strategy.
Principle 3: Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour	
Review the statement of partnership intent as and when necessary.	**Closed.** Superseded by report to Joint Cabinet on 14th March 2016.

Principle 3: Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour (continued)	
Review the need for a wider partnership statement of intent with other organisations such as HealthEast.	**Completed**. Communities Delivery Plan developed and agreed with Great Yarmouth and Waveney Clinical Commissioning Group (HealthEast) and signed off by its Governing Body, this mirrors many of the actions/priorities in the new East Suffolk Business Plan. Agreed to develop this on a case by case basis e.g. for 2016/17 with the three CABs around being more responsive to data gathered through delivery of their grant agreement.
Review the values of the organisation.	**Open**. Review of appraisal process. More emphasis on performance management and to be clear on future objectives. Develop and promote shared values including leadership values for both the organisation and staff (Customer Services and Port Health teams already have their own values). The importance of corporate and service level values were recognised in the People Strategy launched in January 2016. A natural work team was set up mid February 2016 to work towards development of new corporate values to contribute to a more performance focused culture.
Continuous review of internal communications regarding understanding of members/officers roles.	**Open** (ongoing). Regular meetings have, and will continue, to be held between Heads of Service and Communications Managers. Communications Managers have also attended team meetings. Members have also been provided with training/workshops on communications, including the Communication Strategy and role of Community teams.
Principle 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk	
Clear and effective understanding of pressures and demands and effective use of required resources.	**Open**. Working collaboratively with Suffolk partners to develop a combined Countywide Strategy. The performance management process and internal training, development and communication aim to clarify this and improve effectiveness. The Transformation Challenge Award is also in place across East Suffolk. The East Suffolk Business Plan also sets out its priorities.
Review of the Council's website.	**Completed**. Both SCDC and WDC websites have been reviewed and a project is being implemented to replace the two websites with a new single website due to be launched in June 2016.
Principle 5: Developing the capacity and capability of members and officers to be effective	
Continue with the development and improvement of ICT systems to support business needs.	**Completed**. Identified development and improvement work now implemented and complete (e.g. implementation of East Suffolk platform, essential upgrades to bring all systems up to supportable, compliant versions, infrastructure improvements to deliver increased resilience and enhance performance)

Principle 5: Developing the capacity and capability of members and officers to be effective (continued)	
Review of the capacity to deliver emerging projects and skills of officers.	**Completed**. ICT resource skills and capacity reviewed as part of the ICT organisational review and restructure which was effective from Sept 2015. Top Tier Management Development Programme was delivered to Corporate Management Team Middle Management Development Programme for fourth tier officers has commenced covering management styles, people and workload.
Development of e-Learning to meet statutory training requirements.	**Closed**. The E-Learning platform is established and work was undertaken in the year to develop modules.
Principle 6: Engaging with local people and other stakeholders to ensure robust public accountability	
Embedding the annual report and its communication to the public (reported under Principle 1 above).	**Open**. Work to embed the East Suffolk Business Plan is already in motion, with posters, staff briefings and information circulated. The Annual Report will support and link to that process.
Improve IER based on feedback from the Electoral Commission.	**Closed (**not progressed) Dealt with at national level. This is being reviewed nationally therefore any immediate changes will be introduced in line with national amendments rather than at local level.
Statement *to be developed* re. Community Enabling.	**Completed** (*now moving to implementation phase).* Enabling Community Strategy, Delivery Plan and Toolkit developed and agreed by both Cabinets.

Progress of improvement areas identified in 2014/15 Annual Governance Statement:

Area to be addressed	Progress
ICT Strategy – This Strategy and associated operating elements need updating to be in line with corporate objectives.	**Completed**. Both Digital Strategy and ICT Strategy have been created, both aligned to latest corporate objectives
ICT Recovery Plan	**Completed**. Updated the Plan to become a joint disaster recovery plan that underpins the Business Continuity Plans.
ICT Disaster Recovery Plan	**Closed**. Remains a key risk on the Corporate Risk Register (current status is amber). All corporate risks are regularly reviewed by Corporate Governance Day/Corporate Risk Management Group. Processes to update ICT Disaster Recovery Plan subject to annual review and testing to ensure appropriate alignment to business priorities and service plans.
Contract Management - Improve the oversight of contract management around contract specification, contract risk management and execution of lessons learned registers.	**Open**. Improvements have been made regarding capital contracts through Project Groups, combining Members and Officers, being established to manage the project and ensure adequate contract management is occurring.

New planned improvements identified in 2015/16 Annual Governance Statement for delivery in 2016/17

- Devolution – continue negotiations regarding the devolution deal for East Anglia;

- New standards of working (remote and mobile ICT) – to roll out to more staff remote standard access to the East Suffolk network for those who are working from home (or other locations) using a laptop or PC and mobile access via a mobile phone or tablet;

- Implementation of new committee management action system; and

- Deliver and embed the East Suffolk Business Plan.