

# Public Document Pack



CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL

Mrs Annwen Morgan  
Prif Weithredwr – Chief Executive  
CYNGOR SIR YNYS MÔN  
ISLE OF ANGLESEY COUNTY COUNCIL  
Swyddfeydd y Cyngor - Council Offices  
LLANGFNI  
Ynys Môn - Anglesey  
LL77 7TW

Ffôn / tel (01248) 752500  
Ffacs / fax (01248) 750839

<b>RHYBUDD O GYFARFOD</b>	<b>NOTICE OF MEETING</b>	
<b>PWYLLGOR LLYWODRAETHU AC ARCHWILIO (ARBENNIG)</b>	<b>GOVERNANCE AND AUDIT COMMITTEE (EXTRAORDINARY)</b>	
<b>DYDD MERCHER, 20 HYDREF, 2021 am 2:00 y.p.</b>	<b>WEDNESDAY, 20 OCTOBER 2021 at 2.00 pm</b>	
<b>CYFARFOD RHITHIOL WEDI'I FFRYDIO'N FYW</b>	<b>VIRTUAL LIVE STREAMED MEETING</b>	
<b>Swyddog Pwyllgor</b>	<b>Ann Holmes 01248 752518</b>	<b>Committee Officer</b>

## **AELODAU / MEMBERS**

Cynghorwyr / Councillors:-

## **PLAID CYMRU / THE PARTY OF WALES**

John Griffith, Dylan Rees, Alun Roberts, Margaret M. Roberts

## **Y GRWP ANNIBYNNOL / THE INDEPENDENT GROUP**

Gwilym O. Jones, Richard Griffiths

## **ANNIBYNNWYR MÔN / ANGLESEY INDEPENDENTS**

Jeff Evans, Peter Rogers (*Cadeirydd/Chair*)

## **AELOD LLEYG / LAY MEMBER**

Dilwyn Evans (*Is-Gadeirydd/Vice-Chair*)

*Please note that meetings of the Committee are streamed for live and subsequent broadcast on the Council's website. The Authority is a Data Controller under the Data Protection Act and data collected during this live stream will be retained in accordance with the Authority's published policy*

## **A G E N D A**

### **1 DECLARATION OF INTEREST**

To receive any declaration of interest by any Member or Officer in respect of any item of business.

### **2 STATEMENT OF THE ACCOUNTS 2020/21 AND ISA 260 REPORT (Pages 1 - 32)**

- To present the Statement of the Accounts for 2020/21.
- To present the Annual Governance Statement for 2020/21.
- To present External Audit's report on the financial statements 2020/21 (ISA 260 Report).

*(The Statement of the accounts and the ISA 260 report are to follow)*

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	Governance and Audit Committee
<b>Date:</b>	20 October 2021
<b>Subject:</b>	Annual Governance Statement (AGS)
<b>Head of Service:</b>	Carys Edwards Head of Profession HR and Transformation 01248 752502 <a href="mailto:CarysEdwards@ynysmon.gov.uk">CarysEdwards@ynysmon.gov.uk</a>
<b>Report Author:</b>	Gethin Morgan Programme, Business Planning & Performance Manager 01248 752511 <a href="mailto:GethinMorgan@ynysmon.gov.uk">GethinMorgan@ynysmon.gov.uk</a>
<p><b>Nature and Reason for Reporting:</b> The purpose of the Annual Governance Statement (AGS) is to provide assurance regarding the Council's governance arrangements.</p> <p>The Governance and Audit Committee has the responsibility of approving the Council's AGS each year.</p>	

## Introduction

1. To demonstrate good governance, the Council must show that it is complying with the core (and supporting) principles contained within the Framework for Delivering Good Governance in Local Government (CIPFA / Solace, 2016). This statement has been prepared in accordance with those principles.
2. The Isle of Anglesey 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.
3. The Council is also responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk together with adequate and effective financial management.

## Recommendation

4. That the Governance and Audit Committee reviews and approves the Annual Governance Statement that will form part of the 2020/21 Statement of Accounts



# Annual Governance Statement 2020/21

## Contents

Introduction.....	3
Scope of Responsibility .....	5
The Governance Framework.....	5
Electoral Boundaries.....	6
Political Management Arrangements .....	7
Review of Effectiveness .....	8
Annual Review of the Effectiveness of the Council’s Governance Framework.....	9
The Council’s Response to the Coronavirus Pandemic (Covid-19).....	10
Significant Governance Issues.....	12
Governance matters identified .....	13
Progress on Identified Governance Matters 2019/20.....	13
Identified Governance Matters 2020/21.....	14
Certifying the Annual Governance Statement .....	16
Appendix 1 .....	17
Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law .....	17
Principle B: Ensuring openness and comprehensive stakeholder engagement .....	19
Principle C: Defining outcomes in terms of sustainable economic, social, cultural and environmental benefits .....	22
Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes .....	24
Principle E: Developing the entity’s capacity, including the capability of its leadership and the individuals within it .....	27
Principle F: Managing risks and performance through robust internal control and strong public financial management.....	28
Principle G: Implementing good practices in transparency, reporting, and audit to deliver.....	30

## Introduction

To demonstrate good governance, the Council must show that it is complying with the core (and supporting) principles contained within the Framework for Delivering Good Governance in Local Government (CIPFA / Solace, 2016). This statement has been prepared in accordance with those principles.

Aspects of the Council's governance arrangements have been strengthened and modernised in recent years across a number of governance themes. The current [Council Plan](#) has been in place since 2017 and this places an emphasis on our governance structures to enable the outcomes of the plan to be delivered.

In addition, over the last few years six key themes have been developed by staff and management to support our aims and objectives –

**1. Professional and Well Run**

*We are committed to developing a democratic and professional partnership that will deliver effective, strong leadership and establish the necessary professional, and organisational behaviours required, to secure improvement*

**2. Innovative, Ambitious and Outward Looking**

*We will establish an environment and culture that encourages and nurtures, innovative and creative, ideas and solutions looking beyond the organisation to seek ambitious solutions that benefit our customers, citizens and communities*

**3. Customer, Citizen and Community Focused**

*We will actively engage with communities, citizens and customers, seek their views, understand their needs and respond accordingly fully explaining and communicating our actions*

**4. Valuing and Developing our People**

*We will value and develop our people, so that they are skilled and motivated, and always professional in the way that they work. We will recognise success, innovation and a commitment to providing exceptional customer service*

**5. Committed to Partnership**

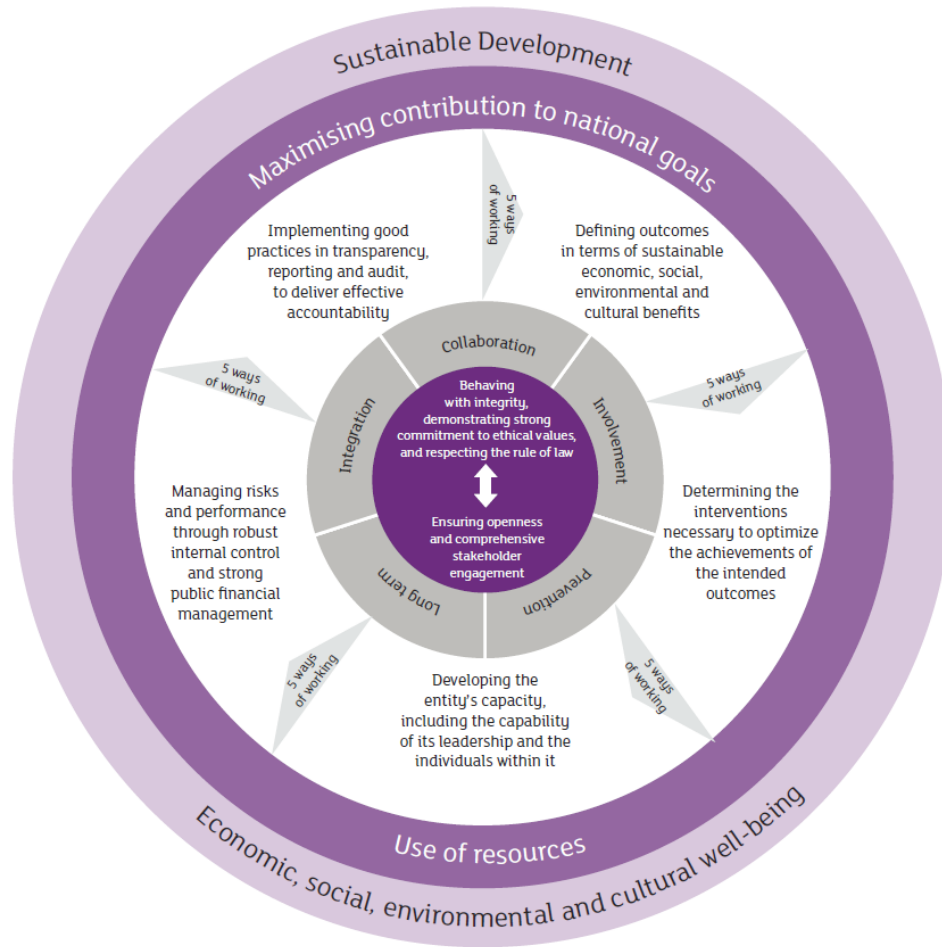
*We understand that we cannot deliver the required transformation on our own and are committed to working in partnership with public, voluntary and private sector partners in order to deliver sustainable growth and development*

**6. Achieving**

*We are results and outcome orientated and strive to improve our performance in the important areas of our work.*

These can be aligned to the seven core principles in the CIPFA/SOLACE framework. These are contained within 'Delivering Good Governance in Local Government: Guidance Notes for Welsh Authorities (2016 Edition) that have been adapted for local government purposes.

The Council aims to achieve good standards of governance by adhering to the seven core principles and also adhering to the Wellbeing of Future Generations (Wales) Act 2015 principles which together form the basis of the Council's Code of Corporate Governance.



Source: *Delivering Good Governance in Local Government: Guidance Notes for Welsh Authorities (2016 Edition)*

We have sought within this Annual Governance Statement to show how all the above key themes and principles have been central to all our endeavours during 2020/21.

Dealing with the Covid-19 crisis has been a significant challenge for the Council - not only in maintaining key front-line services and conducting normal business where possible, but also in ensuring health and safety arrangements are in place to protect the Council's staff whilst providing services to our residents.

This rapid response during the fourth week of March 2020 involved new ways of working in dealing with a very uncertain future which has been realised through the emergency governance framework that was established and the commitment and diligence of the workforce and partners.

This was led by our senior leaders through the establishment of the Emergency Management Response Team and certain delegated powers which were delegated to the relevant officers and elected members.

Quarter 4 was a particularly challenging period as the Island saw its highest number of positive Covid-19 cases with a total of 1058 cases over the period and an outbreak being confirmed on Holy Island. For much of the period Anglesey had the highest number of cases per 100k population in Wales.

Robust actions were taken by the Council in a timely manner, including establishing an Incident Management Team (IMT), introducing mass community testing, delivering over 1800 PCR tests door to door and re-emphasising regulations and behaviours locally.

As a result of the multi-agency response and intervention, the situation was successfully managed swiftly, avoiding further community spread to other Anglesey communities. Further information on the Council's response to the pandemic can be found [here](#).

## Scope of Responsibility

The Isle of Anglesey 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 Council also has a duty under the Local Government (Wales) Measure 2009 to make arrangements to secure ***continuous improvement*** in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Council is also responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk together with adequate and effective financial management.

The Council has approved and adopted a local code of corporate governance that is consistent with the principles of the CIPFA/SOLACE Framework, Delivering Good Governance in Local Government. This local code was due to be revised during 2020/21, however the redeployment of officers to help respond to the pandemic meant that this work has been rescheduled to 2021/22.

This statement explains how the Council has complied with the code and meets the requirements of non-statutory proper practice encouraging the publication of an Annual Governance Statement. It also meets the requirement of regulation 5 of the Accounts and Audit (Wales) Regulations 2014 in relation to the publication of a statement on internal control.

## The Governance Framework

The governance framework comprises the systems, processes and cultural values by which the Council is directed and controlled. It also guides the activities through which it 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 and cost effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can only provide reasonable and not absolute assurance of effectiveness. Follow this [link](#) for more information on the [committees](#)



### Electoral Boundaries

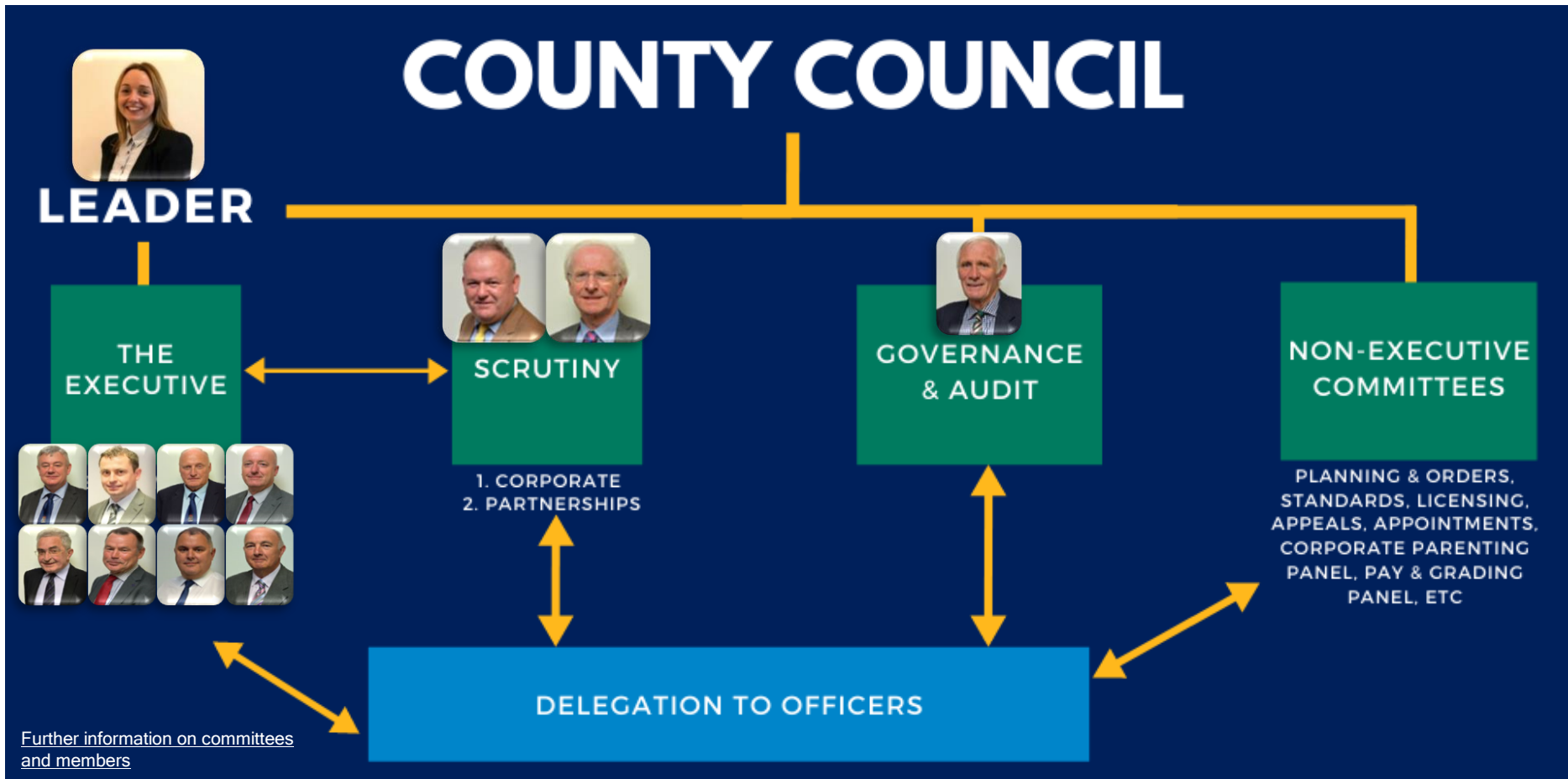
The Isle of Anglesey County Council elections were last held in May 2017. There are 30 Members elected from 11 Multi-Member Wards. These Wards, along with the number of available seats, can be seen from the map below.

During the year a long standing elected member retired and unfortunately another elected member sadly passed away. Two bi-elections were held on May 6<sup>th</sup> to fill the empty seats at the Seiriol and Caergybi wards.



## Political Management Arrangements

A broad overview of the structure of the Council's political management arrangements can be seen below:



The governance framework was substantially amended due to the [emergency powers delegated to the Leader and the Chief Executive](#). The Coronavirus Act 2020 and the Local Authorities (Coronavirus) (Meetings) (Wales) Regulations 2020 reduced the legal obligations on local authorities in relation to meetings. Accordingly, the Council reviewed its programme of meetings for committees. In an effort to ensure that the Council maintained its core business, whilst ensuring local democratic accountability, and being realistic about the uncertainty that it faced, a 'Strategy for Committee meetings up to 30 April 2021' was approved in principle by the elected members of the Council on 12 May 2020.

## Review of Effectiveness

The Isle of Anglesey County 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 managers within the Council 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.

The effectiveness of the governance framework has been evaluated by a combination of:-

- the results of the regular in-year review and monitoring by officers and committees;
- a review of relevant documents prepared during the year or relating to the year;
- the review of progress against the Corporate Plan;
- reviews of feedback from Estyn and CIW and the related scrutiny panels on the improvement work in relation to Education and Children's Services;
- a series of interviews with key officers;
- discussion with, and receiving comments from, groups of officers and members including the SLT and the Executive.

In addition, regular in-year review and monitoring includes:-








- formal risk management activity, including specific consideration of those risks linked to governance processes;
- internal audit, whose work includes auditing the highest risks identified in the Corporate Risk Register, including risk management, in accordance with the annual internal audit strategy, and which includes 'follow-up' work to ensure that senior officers address agreed 'Issues / Risks';
- the annual assessment of Internal Audit by the Council's external auditors;
- the work of the Council's Scrutiny and other Committees, including its Governance and Audit and Standards committees;
- the opinions and recommendations of the Council's external auditors and other review agencies and inspectorates;
- the regular monitoring of improvement and performance against the Corporate Plan and its supporting plans and strategies by members and senior managers.

Key policies, and any amendments to them, are approved by the Executive and where appropriate, formally adopted by the County Council.

The overall assessment for this report will follow the following self-assessment grading –

1. **Excellent** – Many strengths, including significant examples of sector-leading practice
2. **Good** – Many strengths and no important areas requiring significant improvement
3. **Adequate** – Strengths outweigh areas for improvement
4. **Unsatisfactory** – Important areas for improvement outweigh strengths

## Annual Review of the Effectiveness of the Council’s Governance Framework

Core Principles of the Framework	Overall Assessment	Conclusion of Self-Assessment
<b>Principle A:</b> Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	 Good	The County Council has clear, transparent decision-making processes which incorporate strong ethical values and are lawful. The codes of conduct set out expectations for behaving with integrity.
<b>Principle B:</b> Ensuring openness and comprehensive stakeholder engagement	 Good	The County Council exists to serve its residents and is dependent on a wide variety of stakeholders for working effectively in partnership. Engagement and consultation mechanisms are in place.
<b>Principle C:</b> Defining outcomes in terms of sustainable economic, social, cultural and environmental benefits	 Good	The County Council works with communities to plan outcomes. In setting policies and strategies, the County Council take a long term view about outcomes, taking into account sustainable economic, social, cultural and environmental benefits.
<b>Principle D:</b> Determining the interventions necessary to optimise the achievement of the intended outcomes	 Good	The County Council takes decisions on interventions based on its clear vision for services, engaging with communities, regulators and practical expertise of professional service officers. This combination leads to optimising the achievement of intended outcomes.
<b>Principle E:</b> Developing the entity’s capacity, including the capability of its leadership and the individuals within it	 Good	The County Council have the appropriate structures and leadership in place and people with the right skillsets and qualifications to ensure it is operating efficiently and effectively to achieving intended outcomes. There are clear policies and strategies in place to demonstrate that it has the capacity to fulfil its mandate and that the management has the operational capacity
<b>Principle F:</b> Managing risks and performance through robust internal control and strong public financial management	 Good	The County Council has an effective performance management system that facilitates effective and efficient delivery of services. Risk management and internal control are integral and important parts of the performance management system and are crucial to achieving the outcomes of the Council Plan.
<b>Principle G:</b> Implementing good practices in transparency, reporting, and audit to deliver	 Good	The County Councils elected members and Senior Management are accountable for making decisions and delivering services which are supported by both internal and external audits. The activities undertaken are in a transparent and clear manner in which stakeholders are able to understand and respond to.

A further breakdown with updates against each principle including some of the work carried out over the year can be found in [Appendix 1](#).

## The Council's Response to the Coronavirus Pandemic (Covid-19)

The first positive Covid-19 case was reported on Anglesey on the 11th March 2020. Following the UK Government advice for everyone in the UK to avoid all 'non-essential' travel and contact with others, we set up an Emergency Management Response Team (EMRT) on the 18th March 2020.

The EMRT has been responsible for making decisions on Coronavirus related activities on Anglesey including discussing key service delivery, new activities, workforce planning, communication, information sharing and health & safety. The EMRT consists of the Chief Executive, Deputy Chief Executive, the Senior Leadership Team, Heads of Service, the Council Leader and Deputy Leader, and key personnel from an emergency management perspective. The EMRT ensured that decisions were evidence based and consistently implemented across the Council to respond effectively to key risks. The EMRT met daily at the start of the pandemic and has at the time of writing been eased to a fortnightly meeting as the number of daily positive Covid-19 cases has decreased. Meetings have been held virtually, demonstrating the Council's ability to be responsive and adapt to changing challenges and requirements.

Emergency Planning for the coronavirus pandemic falls under Civil Contingency legislation and is led nationally by the United Kingdom and Welsh Governments. At a North Wales level this is coordinated and led by the Local Resilience Forum (where the public sector works collaboratively), through the emergency Strategic Co-ordination Group (SCG). The Council has been responsible for local decisions and to deliver relevant national legislation and guidance. There was also a monitoring and reporting role, through the structures to influence and inform.

The Council Leader exercised her executive decision-making powers at the start of the outbreak when The Executive and Council meetings were unable to be held. Members were briefed on the Coronavirus Act and its implications for the Council's statutory obligations as it had not been possible to conduct business as usual from a committee perspective because of this. New regulations reduced the legal obligations on local authorities in relation to meetings, while allowing Members to attend meetings remotely.

The first remote meeting of the Planning and Orders Committee was held on the 20th May by utilising Microsoft Teams and a recording of the meeting was made available on the Council's website. Since the autumn, meetings have been held and recorded using Zoom to best utilise the available translation services. As every committee meeting is now held remotely, the Council has decided to live stream every meeting via its [YouTube channel](#) so that members of the public can view the meetings in real time.

Dealing with the Covid-19 crisis has been a significant challenge for the Council - not only in maintaining key front-line services and conducting normal business where possible, but also in ensuring health and safety arrangements are in place to protect the Council's staff whilst providing services.

Locally, we prioritised;

- Maintaining frontline statutory services,
- Implementing new services in direct response to the crisis,
- Planning for a significant number of deaths,
- Protecting and safeguarding the Council workforce,
- Ensuring an adequate and standard Personal Protective Equipment (PPE) supply,
- Protecting and supporting vulnerable individuals and children of key workers in our Care Hubs,
- Implementing national guidance,
- Administering of national grants e.g. business support; direct payments for free school meals
- Adapting the workforce in a short space of time and creating the conditions for different ways of working including the introduction of Microsoft Teams and enabling staff to work from home that had never worked from home in the past,
- Becoming one of the first counties to pilot the 'Test and Trace' system
- Providing timely and regular communication and sharing of information, both internally and externally,
- Co-operating effectively at a local, regional and national level, and
- Re allocating staff duties in order to work on the Test, Trace and Protect initiative
- Actioning the HR Business Continuity Plan, Policy and Procedure for the Deployment of staff in an emergency situation
- Supporting staff health and wellbeing through additional support and interventions

It must also be emphasised that day-to-day work has continued during the crisis period across several services, but that the approach has been adapted to keep the workforce and residents of the Island safe.

Further information on our response can be found in [The Executive meeting held on the 13<sup>th</sup> July 2020](#) and the [Corporate Scrutiny Meeting held on the 23<sup>rd</sup> April 2021](#).

## Significant Governance Issues

Our own Internal Audit report for 2020/21 came to the following conclusion –

***“For the 12 months ended 31 March 2021, the Isle of Anglesey County Council’s Head of Audit and Risk’s opinion is that the organisation has an adequate and effective framework for risk management, governance and internal control.***

***While I do not consider any areas of significant corporate concern, some areas require the introduction or improvement of internal controls to ensure the achievement of objectives, and these are the subject of monitoring.***

***There are no qualifications to this opinion.”***

Internal Audit completed work on the challenges that the Covid-19 pandemic brought during 2020/21. The work looked to “identify the changing risks and impacts on the council itself and whether key governance, risk management and internal control arrangements had deteriorated or been maintained.” The results of the work were positive and the report concluded that –

***“Due to the volume and depth of responses received from across the services, the Council can take ‘Reasonable’ ‘first line’ assurance that the governance, risk management, and control frameworks have been adequately maintained while it has responded to the COVID-19 pandemic.”***

The full Internal Audit Annual Report was discussed in the [Governance & Audit Committee on the 25th May 2021](#) and the discussion can be viewed on [YouTube](#).

## Governance matters identified

### Progress on Identified Governance Matters 2019/20

The table below outlines the Governance Matters identified during 2019/20 and an update on progress during 2020/21:

Actions identified to address weaknesses	Lead Officer / Service / Board	Update on progress
<ul style="list-style-type: none"> <li>Begin to replenish the general balances by implementing the agreed new budget following the budget setting process.</li> </ul> <p>To continue to review the arrangements for updating, agreeing and monitoring the Medium Term Financial Strategy</p>	Director of Function (Resources) and Section 151 Officer	The Council underspent its budget in 2020/21 by £4.2m and this increased the Council's general balances to £11.6m or 8.2% of the 2020/21 net revenue budget which is 3.2% higher than the minimum level set by the Executive. As the country emerges from the periods of lockdown and enters the Covid recovery stage, there may be a need to utilise general balances to deal with issues, including an increased demand for Council services, during 2021/22 and beyond. It is therefore anticipated that the level of general balances will fall in future years, moving closer to the 5% minimum balance. The level of general balances will be monitored and reported to the Executive throughout 2021/22.
<ul style="list-style-type: none"> <li>Minimise future subsidy withholds by agreeing timetable with external auditors and escalate matters as agreed by external auditors if timetable is not being kept.</li> </ul>	Director of Function (Resources) and Section 151 Officer	The audit of the 2017/18 subsidy has been completed and a draft qualification letter has been issued by Audit Wales in respect of the 2018/19 subsidy. Work is ongoing to complete the audit of the 2019/20 subsidy with the aim of completing the audit by the September 2021. This will allow the audit of the 2020/21 subsidy to commence in the autumn with the aim of completing the audit by the prescribed deadline of 30 November 2021. This will bring the Council's audits of the subsidy claims up to date.
<ul style="list-style-type: none"> <li>Agreeing a new Corporate Customer Service Strategy</li> </ul>	Transforming Business Processes Project Board	Completed and operational.



## Identified Governance Matters 2020/21

No significant governance matters were identified during 2020/21, however the Self-Assessment process did identify the following Governance Matters that will be addressed in 2021/22.

Governance matters identified	Actions identified to address weaknesses	Lead Officer / Service Board	What will happen if these are not achieved?	By When
1. Programmes and projects linked to the Council Plan have been delayed due to the Covid-19 Pandemic	<ul style="list-style-type: none"> <li>Ensure that any programmes and projects that have been delayed because of the pandemic are re-established when safe to do so and are driven forward at an appropriate pace thereafter</li> </ul>	Corporate Programme Boards	<ul style="list-style-type: none"> <li>Failure of projects and programmes</li> <li>Financial impact</li> <li>Failure of many Council Plan priorities</li> <li>Failure to modernize</li> <li>Potential Service provision failure</li> </ul>	March 2022
2. The Council does not have processes for formally monitoring the implementation of External Audit recommendations	<ul style="list-style-type: none"> <li>External Audit recommendations are actioned and monitored using 4Action and reported to the Governance and Audit Committee annually</li> </ul>	Transformation / Resources	<ul style="list-style-type: none"> <li>Recommendations are not actioned and monitored</li> <li>Potential failures in service provisions if they are not addressed</li> </ul>	March 2022
3. The Local Government and Elections (Wales) Act 2021 introduces new responsibilities and significant change to the Council	<ul style="list-style-type: none"> <li>Matters related to the Local Government and Elections (Wales) Act 2021 are implemented accordingly</li> </ul>	Monitoring Officer	<ul style="list-style-type: none"> <li>Failure to comply will lead to possible fines and loss of reputation</li> <li>Possible return to being run by commissioners</li> </ul>	Various dates – see <a href="#">Action plan</a>
4. The Council does not currently map sources of assurance	<ul style="list-style-type: none"> <li>Implement the ‘three lines’ model as one method to collect information to assist with assurance mapping for the Council</li> </ul>	Transformation / Resources	<ul style="list-style-type: none"> <li>Possible governance issues which were not identified</li> <li>Unable to continually improve the Council’s performance</li> <li>Possible service failure</li> </ul>	March 2022

Governance matters identified	Actions identified to address weaknesses	Lead Officer / Service Board	What will happen if these are not achieved?	By When
			<ul style="list-style-type: none"> <li>• Insufficient or duplication of assurance provision</li> </ul>	
<p>5. The Covid-19 Pandemic has significantly impacted on Service resources</p>	<ul style="list-style-type: none"> <li>• Monitor the impacts of the Covid-19 pandemic on Service resources</li> </ul>	<p>SLT / All Services</p>	<ul style="list-style-type: none"> <li>• Potential service provision failure</li> <li>• No adequate finances to run Services</li> <li>• Duplication of efforts</li> <li>• No future planning</li> </ul>	<p>Quarterly up to March 2022</p>

## Certifying the Annual Governance Statement

We have been advised on the implications of the result of the review of the effectiveness of the governance framework by the Governance and 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 in the document.

We propose to take appropriate steps to address these and the other weaknesses identified in the Annual Governance Statement and to further enhance our governance and assurance arrangements in the forthcoming year. We will monitor the implementation and operation of improvements through the Governance and Audit Committee and as part of our next annual review.

**On behalf of the Isle of Anglesey County Council**

**Llinos Medi**  
**Leader, Anglesey County Council**  
**October 2021**

**Annwen Morgan**  
**Chief Executive, Anglesey County Council**  
**October 2021**

## Appendix 1

### Appendix 1

#### Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

**Rationale:** Local government organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, they can demonstrate the appropriateness of all their actions and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

**Related Key Theme:** 1) Professional and Well Run

Sub-Principles	Examples of the Council's commitment to achieving good governance	2020/21 Updates and changes due to Covid-19
Behaving with integrity  Demonstrating strong commitment to ethical values  Respecting the rule of law	<ul style="list-style-type: none"> <li>• There are a number of codes of conduct and protocols in place as part of the <a href="#">Constitution</a> to ensure high standards of conduct and behaviour – these include               <ul style="list-style-type: none"> <li>○ Members code of conduct</li> <li>○ Officers code of conduct</li> <li>○ Protocols for Member/Officer relations</li> <li>○ Anti-Bullying and Harassment Policy</li> <li>○ Protocols on gifts and hospitality</li> <li>○ Political management protocols</li> </ul> </li> <li>• Members receive training on the codes of conduct as soon as possible after election</li> <li>• The Monitoring Officer acts as the lead officer for the Standards Committee with seven of the nine members external appointments, and the remainder elected members.</li> <li>• Council Values Six Key Themes (noted above in the introduction)</li> <li>• <a href="#">Members and Officers Code of Conduct</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Standards Committee</a> completed its review of Briefing Notes on Personal/Prejudicial Interests in the Members' Code. To be re-published early 2021.</li> <li>• Guidance produced for Members in relation to Attending Virtual Meetings and the consequential effects on the 'usual' arrangements for complying with the Code of Conduct requirements as a result of working remotely.</li> <li>• <a href="#">Standards Committee's Annual Report</a></li> <li>• <a href="#">Policy Acceptance Year 3 Compliance Data</a></li> </ul>

## Appendix 1

- |  |  |  |
|--|--|--|
|  | <ul style="list-style-type: none"><li>• <a href="#">Standards Committee</a></li><li>• Financial Procedure Rules</li><li>• Contract Procedure Rules</li><li>• Prevention of Fraud and Corruption Policy in the Constitution with subsidiary plans in place</li><li>• Protocol on <a href="#">gifts and hospitality</a> and a <a href="#">register of interests</a></li><li>• Declaration of interests before every meeting</li><li>• Staff Inductions</li><li>• Whistleblowing Policy</li><li>• Dedicated Monitoring Officer</li><li>• ICT Security Policy</li><li>• Cyber Security</li></ul> |  |
|--|--|--|

## Appendix 1

### Principle B: Ensuring openness and comprehensive stakeholder engagement

**Rationale:** Local government is run for the public good, organisations therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders.

**Related Key Theme:** 1) Customer, Citizen and Community Focused, 2) Committed to Partnership

Sub-Principles	Examples of the Council's commitment to achieving good governance	2020/21 Updates and Changes due to Covid-19
<p>Openness</p> <p>Engaging comprehensively with institutional stakeholders</p> <p>Engaging stakeholders effectively, including individual citizens and service users</p>	<ul style="list-style-type: none"> <li>• <a href="#">Executive</a> and Council meetings are held in public (with the exception of exempt items) and all papers are published on the Council website</li> <li>• <a href="#">Records of decisions</a> and supporting materials are made available.</li> <li>• All reports to committees are accompanied with a cover report, which details a summary of the report, the recommendations seeking approval and a rationale for why that recommendation has been made, in order to show the reasoning and evidence for decisions.</li> <li>• A Combined <a href="#">Forward Work Programme</a> for the Executive and Scrutiny Committees is publicly available and published on the Council's website.</li> <li>• There are clear timescales for the submission, publication and distribution of reports.</li> <li>• The webcasting of meetings of <a href="#">the Executive</a>, <a href="#">Planning &amp; Orders</a> and <a href="#">Council meetings</a>.</li> <li>• Annual reports are published by Scrutiny, the Standards Committee and the Governance &amp; Audit Committee.</li> <li>• The <a href="#">Annual Delivery Document</a> outlining what activities will be undertaken throughout the year against the Council Plan objectives is published</li> </ul>	<ul style="list-style-type: none"> <li>• All public Committee meetings scheduled for the end of March up to the 20<sup>th</sup> May were cancelled due to the Covid-19 pandemic.</li> <li>• The first remote meeting of the <a href="#">Planning and Orders Committee</a> was held on the 20<sup>th</sup> May by utilising Microsoft Teams and a recording of the meeting was made available on the Council's website.</li> <li>• Executive and Council meetings have been held virtually since June 2020. Meetings have been recorded and uploaded to the Council website.</li> <li>• <a href="#">Annual Performance Report published</a></li> <li>• <a href="#">Annual Delivery Document published</a></li> <li>• <a href="#">Annual Director's Report on the Effectiveness of Social Services</a></li> <li>• The <a href="#">Standards Committee's Annual Report</a> published in December 2020</li> <li>• The <a href="#">Leader of the Council's Annual Report</a></li> <li>• The <a href="#">Overview and Scrutiny Annual Report</a></li> <li>• The <a href="#">Audit &amp; Governance Committee Annual Report for 2019/20</a></li> </ul>

## Appendix 1

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• An <a href="#">Annual Performance Report</a> is published to demonstrate progress against the Council Plan (Annual Delivery Document) for the previous year</li><li>• A <a href="#">Quarterly Scorecard monitoring report</a> is published progress to demonstrate against Key Performance Indicators linked to the Council Plan and Service objectives.</li><li>• The Council uses the <a href="#">Website</a> and <a href="#">Social Media</a> to reach a growing number of residents and stakeholders.</li><li>• <a href="#">Freedom of Information</a> practices are in place to publish responses to requests.</li><li>• The <a href="#">Public Services Boards for Gwynedd and Ynys Môn</a> local authority areas became a statutory body under the Well-being of Future Generations (Wales) Act 2015.</li><li>• A Staff Survey is held every three years and the results are used to inform varying agendas across the council.</li><li>• Members of <a href="#">North Wales Economic Ambition Board</a></li><li>• Members of <a href="#">GwE board</a></li><li>• Partners with other Local Authorities and Health Board on the <a href="#">North Wales Social Care and Well-being Regional Collaborative</a></li><li>• <a href="#">North Wales Councils - Regional Emergency Planning Service</a></li><li>• The <a href="#">Community Engagement Model</a> is used to improve the corporate approach to community engagement. This model is essential in order to identify those communities and groupings that will have an interest in taking over responsibilities for delivery of local type needs in their communities</li><li>• The Engagement and Consultation Board provides a cross Council approach to engagement and stakeholder involvement which reduces duplication, ensures a collective approach to engagement and improves our area based intelligence as a Council.</li></ul> | <ul style="list-style-type: none"><li>• <a href="#">The Governance &amp; Audit Committee Annual Report for 2020/21</a></li><li>• The <a href="#">Democratic Services Committee Annual Report</a></li><li>• The Corporate Scorecard was not published until the Q2 Report was discussed in <a href="#">Corporate Scrutiny</a> and <a href="#">The Executive</a> in November. This was due to the redeployment of resources to help respond to the Covid-19 pandemic.</li><li>• <a href="#">Public Speaking Protocol for Scrutiny</a> approved by Council 8 September 2020 and effective as of 12 October 2020. Amended to comply with the Coronavirus Regulations on remote meetings.</li><li>• <a href="#">Annual Report on Concerns, Complaints and Whistleblowing</a></li></ul> |
|---|---|

## Appendix 1

- The [Transforming Business Processes Board](#) assists the Council to contribute to its theme of achieving '*excellent customer, citizen and community focus*' (Six Key Themes) and it is responsible for all aspects of Customer Service and is used to monitor and improve the customer experience for our residents.
- Mystery shop exercises are undertaken to audit the Council's adherence to the [Welsh Language Standards](#) and the Customer Service Charter
- Full Council, The Executive and Planning & Orders Committee meetings are all [webcast](#) and available to view for up to six months after the meetings online.
- Citizens are welcome to attend public meetings and arrange to speak publicly on the Scrutiny and Planning & Orders Committees
- A [Corporate Complaints procedure](#) is in place and [statistics](#) are published quarterly on the website
- A separate complaints procedure is in place for [Social Services](#)
- Stakeholders are able to respond to [consultations](#) on the website



## Appendix 1

### Principle C: Defining outcomes in terms of sustainable economic, social, cultural and environmental benefits

**Rationale:** The long-term nature and impact of many of local government’s responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the authority’s purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.

**Related Key Theme:** 1) Committed to Partnership, 2) Achieving, 3) Customer, Citizen and Community Focused

Sub-Principles	Examples of the Council’s commitment to achieving good governance	2020/21 Updates and Changes due to Covid-19
<p>Defining Outcomes</p> <p>Sustainable economic, social and environmental benefits</p>	<ul style="list-style-type: none"> <li>The Council’s overall vision is reflected in the <a href="#">Council Plan</a> which covers the period of the local elections of five years. It is a Plan which describes priorities clearly and explains how the priorities reflect the views of the citizen and is aligned to the ever developing medium term financial strategy.</li> <li>The <a href="#">Medium Term Financial Strategy</a> is reviewed annually, in line with the corporate priorities.</li> <li>All services produce an annual <a href="#">Service Delivery Plan</a> that shows clearly how they contribute towards achieving our corporate priorities. All service plans contain measures and success criteria to evidence how actions will make a difference.</li> <li>Key Performance Indicators aligned to the Council Plan are monitored on a quarterly basis through the <a href="#">Corporate Scorecard</a>. The Corporate Scorecard Report is reported to the Senior Leadership Team, Corporate Scrutiny and The Executive where mitigating actions against underperforming KPIs are agreed for implementation by the Services.</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Medium Term Financial Strategy and Budget 2021/22</a></li> <li><a href="#">Annual Performance Report</a></li> <li><a href="#">Annual Delivery Document</a></li> <li><a href="#">PSB Annual Report</a></li> <li><a href="#">PSB Progress Report</a></li> <li><a href="#">Corporate Scorecard Q2</a></li> <li><a href="#">Corporate Scorecard Q3</a></li> <li><a href="#">Corporate Scorecard Q4</a></li> </ul>

## Appendix 1

- Services are subject to six monthly Service Reviews – looking specifically at the budget and expenditure in June and on performance and outcomes between November and January. Members of the Senior Leadership Team and elected members, from both the Executive and Shadow Executive, rigorously challenge service performance at the service review sessions. Actions to address issues or improve performance against set targets are then agreed at the meetings for implementation over the next 12 months
- Performance and progress against the Council Plan is published annually in the [Annual Performance Report](#), and financial performance is published in the Statement of Accounts.
- The Gwynedd and Anglesey Public Services Board was established in 2016, in accordance with the Well-being of Future Generations (Wales) Act 2015. The PSB provide both an Annual Report and Progress reports throughout the year.
- Annual Governance Statement
- Quarterly Revenue and Capital Reports
- The Director of Social Services is required to produce an [Annual Report](#)
- Welsh Language Annual Monitoring Report

## Appendix 1

### Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes

**Rationale:** Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed continually to ensure that achievement of outcomes is optimised.

**Related Key Theme:** 1) Innovative, Ambitious and Outward Looking

Sub-Principles	Examples of the Council's commitment to achieving good governance	2020/21 Updates and Changes due to Covid-19
<p>Determining and Planning interventions</p> <p>Optimising achievement of intended outcomes</p>	<ul style="list-style-type: none"> <li>The <a href="#">Constitution</a> sets out clearly how the Council operates and how decisions are made and procedures need to be followed to ensure efficiency, transparency and accountability</li> <li><a href="#">Council Committee Structures</a> - Council, the Executive, the Governance &amp; Audit Committee, Democratic Services Committee, Planning &amp; Orders, Licensing, Corporate Scrutiny, Partnership &amp; Regeneration Scrutiny Committee, and the Standards Committee.</li> <li>The <a href="#">Isle of Anglesey County Council</a> has responsibility for the policy and budget framework. Key governance reports are matters for Council, and Council agree the annual revenue and capital budget.</li> <li><a href="#">The Executive</a> is the key decision making body and consists of the leader and eight further portfolio holders.</li> <li>The <a href="#">Governance and Audit Committee</a> is a key component of the Council's governance framework. The committee includes a lay co-opted member which serves to widen the independent knowledge and experience base.</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Coronavirus legislation: functions of local authorities</a></li> <li>The EMRT has been responsible for making decisions on Coronavirus related activities on Anglesey including discussing key service delivery, new activities, workforce planning, communication, information sharing and health &amp; Safety</li> <li><a href="#">Corporate Scorecard Q2</a></li> <li><a href="#">Corporate Scorecard Q3</a></li> <li><a href="#">Corporate Scorecard Q4</a></li> <li>Coronavirus response - Further information on our response can be found in <a href="#">The Executive meeting held on the 13<sup>th</sup> July 2020</a> and the <a href="#">Corporate Scrutiny Meeting held on the 23<sup>rd</sup> April 2021</a>.</li> <li><a href="#">Annual Director's Report on the Effectiveness of Social Services</a></li> <li><a href="#">Annual Performance Report</a></li> </ul>

## Appendix 1

	<ul style="list-style-type: none"> <li>• The <a href="#">Corporate Scrutiny Committee</a> provides assurance regarding performance and delivery of all services, It ensures that the council achieves its corporate and service objectives whilst supporting and making recommendations for continuous improvement.</li> <li>• The <a href="#">Partnership and Regeneration Scrutiny Committee</a> ensures that the interests of the citizens of the Island are promoted and that the best use is made of Council resources, in line with the Council's priorities, that demonstrate added value from working with partners.</li> <li>• All reports to committees are accompanied with a cover report, which details a summary of the report, the recommendations seeking approval and a rationale for why that recommendation has been made, in order to show the reasoning and evidence for decisions.</li> <li>• The <a href="#">Senior Leadership Team (SLT) and Y Penaethiaid</a> ensure that outcomes are monitored and achieved throughout the year.</li> <li>• Services are subject to six monthly Service Reviews – looking specifically at the budget and expenditure in June and on performance and outcomes between November and January. Members of the Senior Leadership Team and elected members, from both the Executive and Shadow Executive, rigorously challenge service performance at the service review sessions. Actions to address issues or improve performance against set targets are then agreed at the meetings for implementation over the next 12 months.</li> <li>• The Council has a <a href="#">Corporate Planning and Performance Management Framework</a> in place</li> <li>• The programmes and projects aligned to the Council Plan are monitored by the <a href="#">Corporate Governance Programme Board and Transforming Services Programme Board</a>.</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Annual Delivery Document</a></li> <li>• Currently, following the resignation of one of the lay members in December 2020, the Governance and Audit Committee has one lay co-opted member, until the provisions of the Local Government and Elections (Wales) Act 2021 come into force in May 2022, which will increase lay members to a third of the membership.</li> </ul>
--	---	---

## Appendix 1

	<ul style="list-style-type: none"><li>• The <a href="#">Anglesey Energy Island™ Programme</a>, established by Isle of Anglesey County Council, is a collective effort between several stakeholders within the public, private and third sectors working in partnership, putting Anglesey at the forefront of low carbon energy research and development, production and servicing, and bringing with it potentially huge economic rewards.</li><li>• The Council works with tourism industry partners in order to create a more long-term tourism strategy for the Island. The <a href="#">Destination Anglesey Partnership Board (DAP)</a> monitor achievements against the <a href="#">Destination Anglesey Management Plan</a></li></ul>	
--	---	--

## Appendix 1

Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it		
<p><b>Rationale:</b> Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mind-set, to operate efficiently and effectively and achieve their intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an authority operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of the leadership of individual staff members. Leadership in local government entities is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.</p>		
<p><b>Related Key Theme:</b> 1) Valuing and Developing our People</p>		
Sub-Principles	Examples of the Council's commitment to achieving good governance	2020/21 Updates and Changes due to Covid-19
<p>Developing the entity's capacity</p> <p>Developing the capability of the entity's leadership and other individuals</p>	<ul style="list-style-type: none"> <li>• Workforce Development Strategy and Workforce Development Plans for each Service</li> <li>• People Strategy</li> <li>• Annual Appraisal (PDR)</li> <li>• Equalities Plan 2020-24</li> <li>• Member briefing sessions</li> <li>• Managers Forum</li> <li>• Staff Awards</li> <li>• WLGA Charter for Member Support</li> <li>• Member Development and Training Programme</li> <li>• Trainee Scheme</li> <li>• Denu Talent (Attracting Talent Scheme)</li> <li>• Learning Pool / E-Learning</li> <li>• Internal Training Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Update on the progress of <a href="#">Member Development and Training Programme</a></li> <li>• Workforce development plans updated</li> <li>• Annual Appraisal process was updated with a new online resource to undertake the appraisal now available.</li> <li>• Staff Awards were cancelled for the year due to Covid-19 pandemic – last held in 2019</li> <li>• The Traineeship Scheme was launched</li> <li>• Denu Talent Scheme was cancelled due to the pandemic</li> </ul>

## Appendix 1

Principle F: Managing risks and performance through robust internal control and strong public financial management		
<p><b>Rationale:</b> Local government needs to ensure that the organisations and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision making activities.</p> <p>A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability.</p> <p>It is also essential that a culture and structure for scrutiny is in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.</p>		
<p><b>Related Key Theme:</b> 1) Professional and Well Run</p>		
Sub-Principles	Examples of the Council's commitment to achieving good governance	2020/21 Updates and Changes due to Covid-19
Managing Risks	<ul style="list-style-type: none"> <li>• Risk Management Policy and Framework</li> <li>• Risk management software 4risk</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Information Governance - Annual Report of the Senior Information Risk Owner (SIRO)</a></li> </ul>
Managing Performance	<ul style="list-style-type: none"> <li>• Performance Management Framework</li> <li>• <a href="#">Council Plan</a></li> <li>• <a href="#">Annual Delivery Plan</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Corporate Scorecard Q2</a></li> <li>• <a href="#">Corporate Scorecard Q3</a></li> <li>• <a href="#">Corporate Scorecard Q4</a></li> </ul>
Robust Internal Control	<ul style="list-style-type: none"> <li>• <a href="#">Annual Performance Report</a></li> <li>• Self-Assessment (Internal)</li> <li>• Service Reviews – Financial and Performance</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Annual Performance Report</a></li> <li>• <a href="#">Annual Delivery Document</a></li> </ul>
Managing Data	<ul style="list-style-type: none"> <li>• Internal Audit's self-assessment against the Public Sector Internal Audit Standards (PSIAS)</li> <li>• Internal Audit reports</li> <li>• Internal Audit action tracking software (4action)</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Annual Director's Report on the Effectiveness of Social Services</a></li> </ul>

## Appendix 1

<p>Strong Public Financial Management</p>	<ul style="list-style-type: none"><li>• SIRO Annual Report</li><li>• Information Governance Training</li><li>• Information Governance Policy</li><li>• Corporate Information Governance Board</li><li>• ICT Security</li><li>• Quarterly Revenue Reports</li><li>• Quarterly Capital Reports</li><li>• Statement of Accounts</li><li>• The Council's Treasury Management arrangements follow professional practice and are subject to regular review by the Audit &amp; Governance Committee, the Executive and the Full Council.</li><li>• Medium Term Financial Plan</li><li>• Procurement Strategy</li><li>• The Annual Certificate of Compliance confirmed that the Council complied with its responsibilities relating to financial reporting, use of resources, improvement planning and performance management.</li></ul>	
---	--	--



## Appendix 1

### Principle G: Implementing good practices in transparency, reporting, and audit to deliver

**Rationale:** Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.

**Related Key Theme:** 1) Professional and Well Run

Sub-Principles	Examples of the Council's commitment to achieving good governance	2020/21 Updates and Changes
<p>Implementing good practices in transparency and reporting</p> <p>Assurance and effective accountability</p>	<ul style="list-style-type: none"> <li>• All agendas and reports are available on the Council Website</li> <li>• Governance &amp; Audit Committee</li> <li>• Annual Report of the Governance and Audit Committee – Chair's Report</li> <li>• Members register of interest</li> <li>• Town and Community Council register of interest</li> <li>• Internal Audit Reports</li> <li>• Monthly Member briefing sessions</li> <li>• External Audit reports including Estyn, Welsh Audit, Care Inspectorate Wales</li> <li>• Inspectorate Reports</li> <li>• Annual Scrutiny Report</li> <li>• Annual Internal Audit Report</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Standards Committee review of the register of interests for Town and Community Councils</a></li> <li>• <a href="#">Corporate Scorecard Q2</a></li> <li>• <a href="#">Corporate Scorecard Q3</a></li> <li>• <a href="#">Corporate Scorecard Q4</a></li> <li>• Coronavirus response - Further information on our response can be found in <a href="#">The Executive meeting held on the 13<sup>th</sup> July 2020</a> and the <a href="#">Corporate Scrutiny Meeting held on the 23<sup>rd</sup> April 2021</a>.</li> <li>• <a href="#">Annual Director's Report on the Effectiveness of Social Services</a></li> <li>• <a href="#">Annual Performance Report</a></li> <li>• <a href="#">Annual Delivery Document</a></li> </ul>

This page is intentionally left blank