

DANVM DRAINAGE BOARD – GOVERNANCE AUDIT 2014

Ref.	Report Finding / Recommendation	Status as at end September 2015
G1	<p>Elections take place every 3 years, in line with Standing Orders and the new Chairman is elected at the first Board Meeting. Election information, deadlines, instructions, forms and results are on the Danvm website for public viewing. Board membership is reported on the Danvm website, however, these have not been updated to reflect the current term dates from the 2013 elections.</p> <p>Recommendation G1: A review of the information held on the website should be undertaken to ensure that the information is accurate and up to date.</p>	<p style="background-color: #90EE90;">Fully implemented</p> <p>A review has been undertaken and updates implemented where necessary. Further reviews are now scheduled on a 6 monthly basis.</p>
G2	<p>Some key governance documents such as Policies, Standing Orders, Financial Regulations, Code of Conduct etc. are in place and published on the Danvm website. A review of these has been undertaken during the audit. Additionally, a list of good practice governance documents for IDBs to have in place was issued by the Association of Drainage Authorities in August 2013. This was included within the next Board Meeting papers and discussions held at the Board Meeting on the reported documents that were in place and the 5 that were not in place. At the end of April 2014, it was confirmed that no progress had been made on producing the documents not yet in place. Additionally, the Scheme of Delegation was reported as being in place when in fact there is no Scheme of Delegation, the only delegated powers are granted to the Finance Committee to approve the list of cheques/payments, with all other decisions being made through the Board, as was the Schedule of Matters Reserved for the Board. Although some additional documents have since been produced, it is evident that governance arrangements are in their infancy and much work to further develop, clarify and expand arrangements is still needed.</p>	<p style="background-color: #FFFF00;">Partially implemented – Work in progress</p> <p>Board resolution February 2015: Board supports the use of one overarching document detailing Board Governance.</p> <p>Although one overarching document has not been produced, the current publication of all up to date policies / procedures / rules on the website (policies tab) now pulls the majority of this information together in one central place. Some other relevant information is detailed in the website summary, board and election tabs. The current structure of the policies tab is under review and will be improved if / when the website is updated. This would make it more user friendly and could be a 'quick win' in working towards creating a full constitution document. It is worth noting that any plans to update the website will require Board approval.</p>

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	<p>Recommendation G2: All the documents in place detailing the Board's make up, rules/regulations, policies etc. should be pulled together into one overarching constitution that gives a clear picture as to how the Board is expected to operate.</p>	
G3	<p>Recommendation G3: The outstanding documents (Gifts and hospitality policy, Policy on Anti Bribery, Risk Management Strategy, Scheme of delegation, Division of Responsibilities) should be produced and rolled out with immediate effect.</p>	Fully implemented
G4	<p>Recommendation G4: A training package should be put together for Commissioners covering technical, governance and administrative processes that IDBs are involved with, duties and responsibilities of Commissioners and Board Officers, key governance documents etc. in order that they are fully aware of/can participate fully and appropriately in all Board matters. This should be rolled out to all current Commissioners and any subsequent new Commissioners.</p>	<p style="text-align: center;">Partially implemented – Work in progress</p> <p>A training package has been developed. The Code of Conduct has not been included. This is due to Code of Conduct being discussed on numerous occasions at Board meetings over the last couple of years and being used as an example for discussions during training development. It is understood the training package will be expanded to cover the Code of Conduct following the filling of several IDB vacancies.</p> <p>The training package has been broken down into 7 manageable sessions. 1 session to be completed after each Board meeting and 2 sessions have been undertaken so far. Not all Board members attended the sessions already completed.</p> <p>New Recommendation G4 (follow up): A 'conditions of appointment' document should be considered to highlight the obligations of new board members e.g. the completion of the full training package within a stipulated time period. The document should be signed up to by all new members upon appointment to the Board.</p>

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		Training for existing members should be accelerated to ensure that all members have completed full training within the next 6 months.
G5	<p>Recommendation G5: A schedule of review should be formulated for key documentation, which should include policies and procedures as well as all published documentation. Independent and experienced 3rd party support should be sought to achieve this.</p>	<p>Compensating action implemented.</p> <p>Although a schedule has not been produced, individual policies have now been updated with revision information and are published on the website. All key documents have been brought together at recommendation G2, reducing the risk of documentation being missed. It is intended to review each policy every 3 years to coincide with end of term of office. The 6 monthly review of the website at G1 should identify any documentation that has not been reviewed for a considerable time.</p>
G6	<p>The current Standing Orders are based on a model by DEFRA and there has previously been some resistance by DEFRA to any amendments being made. However, an examination of the Standing Orders revealed that they did not fully cover some key good governance areas e.g. How to fill a Board vacancy, Dealing with improper Conduct etc.</p> <p>Recommendation G6: Standing Orders should be expanded to provide clarity on the areas documented in guidance to be issued to Commissioners.</p>	<p>Work in progress</p> <p>Board resolution February 2015: Board supports the decision to write to DEFRA.</p> <p>On 20th January 2015 a letter was sent to DEFRA enquiring as to the possibility of modifying Standing Orders. No response has yet been received.</p> <p>It is understood that the Land Drainage Act 1991 describes how a vacancy should be filled and that dealing with improper conduct is also referred to in brief. This has implications for all IDB's. The Clerk has suggested to the Association of Drainage Authorities that consideration be given to rewriting and updating all model policy / procedure documents published on their website.</p>
G7	<p>Recommendation G7: The Register of Commissioners' interests should be published on the Shire website, so that it is open to public inspection.</p>	<p>Fully implemented</p> <p>Code of Conduct Part 3 appropriately specifies what is to be</p>

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		<p>recorded, when and how. A register is clearly displayed on the website with a supporting map identifying sub catchment areas. The adopted sub catchment map option does take the issue forward of detailing members interests whilst maintaining commercial sensitivity.</p> <p>The register has been updated with information from recently completed Declaration of Interest forms. However, 2 of the elected Commissioners have not declared an interest in any sub catchment areas i.e. they have left this part of the form blank. If these members have land in the sub catchment areas, then they have breached the Code of Conduct.</p> <p>New Recommendation G7 (follow up): The Board should review the updated register. Where anomalies or omissions are found on the register, the Board should consider what action can be taken to ensure its completion. For clarity, where there is nothing to declare on a Declaration of Interest form, the appropriate section should be marked as 'nothing to declare'.</p>
G8	<p>Recommendation G8: The Danvm Drainage Board's workforce i.e. Clerk and associated officers and operatives, should be required to complete a similar declaration of interests form. These should be used to prevent any officer being placed in a position where allegations of them acting for personal gain could arise. These should be retained as internal documents.</p>	<p style="background-color: #00FF00;">Fully implemented</p> <p>As the workforce are not the Boards responsibility, but the Clerks, reliance has been placed on the Clerks statement that 'forms are completed and a register is held within the Clerk's office'.</p>
G9	<p>The Members Code of Conduct published on the Shire website was not the latest version that was agreed at Board on 21/6/13 and which also incorporates a detailed section on the "Key Principles of Public Life". This has since been rectified.</p>	<p style="background-color: #00FF00;">Fully implemented</p> <p>Linked to G1, G3 and G5</p>

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	<p>Recommendation G9: All published documents on the Shire website should be relevant and up to date. A review should be undertaken of all information published on the website to ensure it is up to date.</p>	
G10	<p>Recommendation G10: Although the Code of Conduct has been adopted by the Board, each individual Commissioner should sign up to the document, confirming that it has been read, understood and the Commissioner agrees to comply with its contents.</p>	<p style="background-color: #90EE90;">Fully implemented</p> <p>The Clerk confirmed that all Board members have now signed up to the Code of Conduct.</p>
G11	<p>Recommendation G11: All current Commissioners should receive training on the purpose and limitations of Drainage Boards and what is expected of them under the Code of Conduct. Also to be included within the training are the Board's Fraud and Corruption Policy and Whistle-blower Policy Any subsequent new Commissioners should receive similar relevant training.</p>	<p style="background-color: #FFFF00;">Partially implemented – Work in progress</p> <p>Linked to G4</p>
G12	<p>At the November 2012 Board, a complaint against a Commissioner's conduct was found to be proven and consideration was given to including sanctions against Commissioners in breach of the Code of Conduct within the Code. Subsequent minutes contained in Board papers of February 2013 (2012.34 page 4) state 'if members abide by the Code or NOLAN then the question of sanctions is redundant' to which all Commissioners agreed. The current Code 8.8 does allow for the Board to give consideration and vote upon when a member may be in breach of the Code.</p> <p>Recommendation G12: The current Code of Conduct does not allow for the removal of a Commissioner, which is in line with the Localism Act. However, any instance of a</p>	<p style="background-color: #FF0000;">Not implemented</p> <p>Currently, there are no powers to remove elected Members. Council nominated Members could be removed by the appropriate Local Authority at the request of the Clerk/Board.</p> <p>Board resolution February 2015: Board agreed the recommendation.</p> <p>Although the first part of the recommendation can only be implemented when a breach of the Code of Conduct has occurred, for the second part no investigative procedure / template report has been produced or possible sanctions considered.</p>

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	<p>Commissioner’s perceived breach of the Code of Conduct should be investigated and a report produced for consideration at the next Board meeting, where a vote shall be taken on whether a breach has actually occurred and this should be detailed within the minutes.</p> <p>The Board should consider a range of sanctions to be included within the Code, and where a breach has occurred the Chair should consider any sanctions that should be applied.</p>	
G13	<p>It was confirmed that the Employee code of conduct is incorporated into the individual Contracts of Employment.</p> <p>Recommendation G13: A Code of Conduct should be a comprehensive document in its own right. Accordingly, the template contract should be checked against other public bodies’ Employee Codes of Conduct (example given to the Board Officers) to see whether all appropriate points are reflected in the current contractual documents. Where there are omissions identified, consideration should be given to implementing a separate supporting Employees Code of Conduct. Employees should be formally trained as appropriate and this should include the Board’s antifraud and corruption and whistleblowing policies. Records of such training should be retained for every employee.</p>	Work in progress
D1	<p>Recommendation D1: Details of how the system allowing the public to address the Board is to operate should be recorded on the website for public knowledge.</p>	Fully implemented
		A Public Forum document is now published within the policies tab of the website.
D2	<p>Recommendation D2: To aid transparency and public scrutiny, members of the public should also be allowed to attend all committee meetings, except where confidential</p>	Fully implemented
		Committee meetings are now advertised on the website and are

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	<p>and exempt information is likely to be disclosed. For such items, members of the press and public shall be excluded. A record of this should be made within the meeting minutes. An extract from Doncaster Council’s Constitution, giving appropriate reasons for public exclusion at meetings was produced for Board Officers. A similar document should be produced and adopted.</p>	<p>open to the public. To date there has been no attendance by the public.</p>
D3	<p>Board papers are posted to Board Commissioners 14 days before the Board meeting, which is compliant with Standing Orders which require their dispatch at least 7 days before the meeting, and papers are also published on the website. Minutes of all meetings are circulated internally as soon as possible after the meeting for comment/amendment, although they are not formally agreed, or put in the public domain until the next Board meeting.</p> <p>Examination of the Danvm website at the onset of the audit revealed that only the most recent Board meeting papers were published on the website. Associated Danvm meeting papers were not available prior to the ones for the extraordinary meeting of October 2013 and hence the detail of what the minutes on the website refer to was not available to give a clear picture of the meaning of the minutes. Subsequently, Finance Committee minutes (included within Board meeting papers) prior to 24/9/13 were not available. This was discussed with Board Officers in March 2014 and by mid-April all Board minutes and papers had been published for Danvm and also some for the associated Drainage Boards prior to amalgamation in 2012.</p> <p>Recommendation D3: All Board and Committee agendas, papers and minutes should be published on the Board’s</p>	<p>Partially implemented</p> <p>Board and committee agenda and papers are published on the website. Minutes prior to 2015 are on the website on the minutes tab, however minutes for 2015 are within subsequent meeting papers.</p> <p>The overview schedule has not been implemented, however it is understood that the implementation of a new website would make this feasible.</p>

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	<p>website for public viewing. It would be helpful if these were all located in one area linked to an overview schedule, so that all associated documents can be easily accessed. The overview schedule should include all meetings past and present to provide a clear history of proceedings / events to the general public. It may be that a new overview schedule will need completing each year.</p>	
D4	<p>Recommendation D4: To aid transparency, the designation of the meeting attendees should be stated in the list of attendees within the minutes e.g. G Ivey, Selby Council or J Duckitt, Elected Member, Fishlake area.</p>	Fully implemented
D5	<p>Recommendation D5: Performance Indicators (PIs) should be produced on all key processes. Performance against these PI's should be reported at each Board meeting.</p>	<p style="text-align: center;">Partially implemented – Work in progress</p> <p>To be undertaken in conjunction with Recommendation P4</p> <p>The Board has adopted 3 PIs, which performance against is now reported in Board papers. However, the PIs only cover administrative/governance functions i.e. adherence to complaints procedure, meeting papers issued in timescale, compliance with internal audit recommendations. It was agreed that PIs would be revisited and further developed, possible using the Boards strategic objectives as a starting point.</p>
D6	<p>An examination of the last year's Board Meeting papers and Board and Committee minutes revealed several administrative errors and instances whereby the information could have been made clearer. These were provided to the Board Officers during the audit.</p> <p>Recommendation D6: Processes should be put in place to ensure published minutes are accurate.</p>	Fully implemented

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D7	<p>The current minute-taker, Environment Officer and Senior Administrator produces detailed minutes. However, she also participates in the Board discussions and presents some Board items. Undertaking more than one role makes minute taking difficult.</p> <p>Recommendation D7: Consideration should be given to having a dedicated minute-taker to allow the current minute-taker to discharge her reporting responsibilities and the dedicated minute-taker to fully capture all discussions.</p>	<p style="background-color: #00FF00;">Fully implemented</p> <p>Consideration has been given and this has not resulted in any change in process. It is understood that a review is now to be undertaken of the content of meeting minutes in order to make them more concise.</p>
D8	<p>When a proposal is made at meetings, the numbers for and against the proposal are not always stated, usually stated is 'all in favour' or 'majority in favour'.</p> <p>Recommendation D8: When decisions are taken at any meetings, the meetings minutes should state the specific number of votes for and against the decision.</p>	<p style="background-color: #00FF00;">Fully implemented</p>
D9	<p>Recommendations are shown within meeting papers and minutes in bold text, however, proposals and subsequent decisions are regularly made that are completely separate to these recommendations, these are recorded in meeting minutes but are not subsequently highlighted.</p> <p>Recommendation D9: To ensure that these proposals and decisions are given the same transparency as recommendation decisions, they should also be shown in bold text.</p>	<p style="background-color: #00FF00;">Fully implemented</p>
D10	<p>The role of the Water Level Management Committee has been specifically defined in a 'Terms of Reference' document, however the role of the longer standing Finance Committee has not.</p>	<p style="background-color: #00FF00;">Fully implemented</p> <p>There is now a Terms of Reference for each committee.</p>

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	<p>Recommendation D10: The role of each Committee should be reviewed, defined, documented and formally agreed by the Board in the form of Committee Terms of Reference. Their responsibilities should be aimed at achievement of strategic objectives and not undertaking operational duties.</p>	
D11	<p>Standing Orders state a quorum of a third of members is required at Board (that would be 9 Commissioners) and resolutions and proposals will be decided by a majority of votes. Standing Orders also state proposals shall be determined by a majority for Committees, although states nothing on the number required to be quorate.</p> <p>Recommendation D11: Standing Orders should be expanded to define what percentage of Commissioners are required to make Committee meetings quorate.</p>	<p>Partially implemented – Work in progress</p> <p>Standing Orders are prescribed documents and as such will not be amended. To compensate, the Finance Committee Terms of Reference has been expanded to include quorum details, however the Water Level Management Committee has not. Further discussions raised questions about what is an acceptable quorum make up e.g. 1 elected member and 3 nominated and it was agreed that this issue needs further consideration.</p>
P1	<p>The Danvm Drainage Commissioners Vision Statement and Water Level Management Policy is clear in its aims but is not detailed enough to allow effectiveness or achievements to be measured. A Water Level Management Plan has yet to be formulated providing detail of the individual actions required to work towards the Water Level Management Policy. However, this Plan will be developed after the full survey and Hydraulic Modelling of the area has been completed which was agreed at the June 2013 Board meeting. This will ensure there is relevant and up to date information on which to base the Plan.</p> <p>Recommendation P1: After the survey has been completed and all information reviewed and assessed, the</p>	<p>Pending</p> <p>It is acknowledged that this recommendation will remain 'work in progress' for some considerable time as it is dependent on the results of survey (currently being finalized) and subsequent modelling.</p>

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	Vision Statement and Water Level Management Policy should be revisited, updated and a means of numbering/referencing of the items within it should be formulated. This will allow clear links to be demonstrated as to which points contribute to achieving which part of the policy and subsequently the overall vision and can continue within the Water Level Management Plan that will be subsequently produced.	
P2	Recommendation P2: A project plan should be formulated to include all elements of the survey/modelling exercise and subsequent production of the detailed Water Level Management Plan. The project plan should include details of those responsible for each task and target dates for their completion. Progress against this project plan should be reported to each Board meeting, who should consider any reasons for delays or outcomes of the work done and revise plans as necessary or take other remedial action.	Pending A project plan cannot yet be created as the extent of the modelling exercise is dependent on funding and all elements of a project plan would emanate from there. All funding has not yet been agreed
P3	Recommendation P3: After the study has been completed and a Water Level Management Plan produced, financial information should be developed to show that expenditure plans correlate to the agreed Board priorities. A long term spending plan can then be developed to ensure that the necessary resources are available to meet the Boards long term vision.	Pending
P4	The Board itself has no measures / key performance indicators. DEFRA has commissioned work from RPA Consultants to identify KPI's for IDBs, these have had input from Boards / Board Officers and have been out to consultation and some have been trialed. Further advice is awaited from DEFRA.	Partially implemented – Work in progress To be undertaken in conjunction with Recommendation D5

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	<p>Recommendation P4: Key Performance Indicators should be adopted to measure all aspects of the Board’s performance. These should be informed by, but not limited to the recent DEFRA consultation exercise. Results against PI’s should be reported to each Board for remedial action to be taken where necessary and hence made available for public scrutiny.</p>	
F1	<p>Brodericks GBC is the Internal Auditor and has been in place for some 10 years. They were appointed after tender across all Shire IDBs to undertake the annual audit in line with 2003 Accounts and Audit Regulations. The latest audit covered the period ended 31/3/2013 accounts and also audited the Governance Arrangements and Decision Making Arrangements following the “Caldicot & Wentlooge - Report in the Public Interest” dated October 2012. The only significant risk reported in the latest Internal Auditors report was in respect of the composition of the Board. The report was discussed in December 2013 at an annual review meeting held across IDB’s set up for this purpose, and a report of that meeting included within the February 2014 Board papers. The Auditor’s report was not published, but has been since.</p> <p>Recommendation F1: Given the significant findings in this report we consider that the Internal Audit Service Contract should be re-specified and re-tendered ensuring the scope of any audit will be comprehensive and fully compliant with auditing standards. All audit reports should be published (redacted as necessary) on the website for public scrutiny.</p>	<p style="background-color: yellow;">Work in progress</p> <p>Quotations are currently being sought.</p> <p>The service will in future be retendered on a 5 yearly basis.</p>
F2	<p>Where work is required under permissive powers i.e. the IDB requires the riparian landowner to undertake some work, the IDB give an estimate to the landowner and then</p>	<p style="background-color: green;">Fully implemented</p> <p>The Boards non culverting policy is detailed within the Boards</p>

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	<p>do the work (if agreed) and recharge. Historically, occasional work has been undertaken by the IDB culverting (laying pipes in ditches then filling the ditch in to increase the agricultural land availability for the land owner); however, this has not always been charged in full.</p> <p>Recommendation F2: The IDB has a non culverting policy in place. Future culverting work should not be undertaken unless it can be specifically demonstrated that it also meets the agreed Board priorities.</p>	<p>Environmental Position Statement.</p> <p>Any future culverting work will be agreed by Board after consideration of the benefits to the Boards objectives.</p>
C1	<p>Recommendation C1: A Complaints Procedure should be written and included on the Board’s website, in order to clarify and supplement the information already published and ensure that all complaints are dealt with in a uniform manner and within stipulated timescales.</p> <p>The procedure should incorporate the following points;</p> <ul style="list-style-type: none"> ▪ It should be clear that all correspondence relating to the complaint should be sent to the Administrator, ▪ Similarly, internal procedures should be amended to state that all complaint correspondence will be received and dispatched by the administrator, ▪ Dealing with further correspondence and reporting to the Board, ▪ Dealing with Freedom of Information requests (FOI), ▪ Keeping the complainant updated on progress, ▪ Appeals procedure. 	<p style="background-color: #00FF00;">Fully implemented</p> <p>The Shire Group website clearly and appropriately overviews the right to complain and complaints process is included within the complaints form. A detailed complaints policy was adopted at June 2015 Board, this is now on the Danvm website. The adopted policy holds all the details specified in the report recommendations (bar FOI, which is covered by legislation).</p> <p>However, the policy disproportionately details vexatious complaints i.e. approximately 4 of the 5 pages of the policy are in respect of vexatious complaints. This could have a further negative effect on any potential complainant.</p> <p>New Recommendation G7 (follow up): The aims of the policy ‘to assist in dealing with all complaints in ways which are consistent, fair and reasonable’ should be expanded upon to make the policy more balanced. An overview paragraph on vexatious complaints should be included within the complaints policy and the remainder of the vexatious complaints detail should form a separate vexatious complaints policy.</p>
C2	<p>Recommendation C2: A copy of each complaint (redacted</p>	<p style="background-color: #00FF00;">Fully implemented</p>

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	as appropriate) should be appended to Board papers to allow transparency and public scrutiny. The complaint form and procedure should make it clear that if not satisfied with the Board response, a Complainant can refer matters to the Local Government Ombudsmen.	Copies of complaints are now within meeting papers. These are not redacted as per DMBC advice, however, it is understood that the Board has since taken and are following advice directly from the Information Commissioner on this issue.
C3	<p>A complaints register is maintained and used for learning points.</p> <p>Recommendation C3: The Complaints Register would benefit from having a column to record all the dates that each complaint has been reported to / discussed at board, in order to be able to readily recreate the full complaint history.</p>	<p>Compensating action implemented.</p> <p>A table is now included within Board Meeting papers which shows the status of complaints and the date of which the complaint was received.</p>
C4	<p>Recommendation C4: Where complaints are upheld and deemed to be sufficiently serious, the Commissioner concerned should be named to ensure transparency and accountability for their actions.</p>	<p>Pending</p> <p>Although this recommendation has been accepted, it can only be seen to be implemented when and if a complaint against a Commissioner has been received.</p>
C5	<p><u>Complaint dated 17/4/13, Instance 1 – Replacement of bridge across the Engine Drain at Braithwaite in 2008.</u> The bridge was owned by a current Commissioners family and this is documented clearly in Board minutes, along with the decision to purchase a new bridge. The new bridge was constructed using Board workforce and paid for by the Board. Construction is documented in various meeting minutes. The Commissioner attended meetings at the time of the works and also when the complaint was discussed but did not declare an interest.</p> <p>An invoice was subsequently raised in June 2013 for £3328, being the cost of the works. To date the invoice has not been paid.</p>	<p>Fully implemented</p> <p>The debt was pursued and legal advice taken when the debt was not paid.</p> <p>Subsequently, a recommendation was made to June 2015 Board from the Finance Committee 'Engine Drain Debt to be written off'.</p>

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	Recommendation C5: The debt should be pursued.	
C6	Recommendation C6: Expenditure should only be incurred if it can be specifically demonstrated that it links in to Board priorities and a cost/benefit analysis has been produced, and / or an Impact Assessment considering all options/possible outcomes for the proposed works. A report template should be produced to record all such information and any associated documentation considered when making the decision.	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">Fully implemented</p> A Minor Works Impact Assessments form has been developed for use to improve the recording of evidence justifying decisions.
C7	Recommendation C7: The review and refresh of the Board's Standing Orders and Code of Conduct being carried out in line with recommendations at G6 should ensure consistency between the documents with regard to declarations of interest.	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">Current status appropriate</p> The Code of Conduct is now explicit in respect of members' responsibilities to declare interests and not participate in discussions where there is a conflict of interest, however this is now inconsistent with Standing Order 17 which states the Chairman should decide participation. Standing Orders are model orders as prescribed by Defra as an industry standard. The board cannot change its standing orders without Defra approval. It was accepted that there are some instances where although a declaration of interest is made, the member declaring the interest can play a useful part in discussions and in those circumstances the Chairman decides whether or not participation should be allowed.
C8	Recommendation C8: Members attending Board and Committee meetings should comply with Board rules and guidance relating to declarations of interest.	<p style="background-color: #FFFF00; display: inline-block; padding: 2px;">Ongoing</p> Training and guidance has been given.
C9	Recommendation C9: Currently, there are no means of measuring the adequacy of responding to complaints e.g. the number of ongoing and completed complaints. A report	<p style="background-color: #00FF00; display: inline-block; padding: 2px;">Fully implemented</p> A table is now included within Board Meeting papers which shows

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	detailing the status of all complaints should be included within Board papers.	the status of complaints and the date of which the complaint was received.
C10	Recommendation C10: Training/guidance should be undertaken by persons dealing with complaints on the effective application of the revised complaints procedure and including conflict resolution.	Ongoing All complaint correspondence is subject to peer review.