

Annual Governance Statement

2021 – 2022

Lichfield District Council

Contents

Introduction and Scope of Responsibility	3
Purpose of the Governance Statement	3
The Governance Framework	4
The Principles of Good Governance	4
Principle A – Behaving with Integrity	5
Principle B - Ensuring Openness and comprehensive stakeholder engagement	6
Principle C - Defining Outcomes in Terms of Sustainable Economic, Social and Environmental Benefits	8
Principle D - Determining the Interventions Necessary to Optimise the Achievement of the Intended Outcomes	10
Principle E - Developing Capacity, Including the Capability of Leadership and the Individuals Within it	11
Principle F - Managing Risks and Performance Through Robust Internal Control and Strong Public Financial Management	12
Principle G - Implementing good practices in transparency, reporting, and audit to deliver effective accountability	15
Annual Review of the Effectiveness of the Governance Framework	17
Conclusion of the Review	18

Introduction and Scope of responsibility

Lichfield District Council is responsible for ensuring that:

- business is conducted in accordance with the law and proper standards,
- public money is safeguarded, properly accounted for and used economically, efficiently and effectively.
- risk is properly managed as part of the governance arrangements.

To ensure effective governance the Council has adopted a Code of Corporate Governance, which is consistent with the principles of the CIPFA (Chartered Institute of Public Finance and Accountancy)/SOLACE (Society of Local Authority Chief Executives) Framework 'Delivering Good Governance in Local Government' (2016).

The Governance Statement

This Governance Statement explains how the Council has complied with the Code. It also meets the requirements of the Accounts and Audit (England) Regulations 2015, which requires all relevant bodies to prepare an Annual Governance Statement.

In this document the Council:

- acknowledges its responsibility for ensuring that there is a sound system of governance;
- summarises the key elements of the governance framework and the roles of those responsible for the development and maintenance of the governance environment;
- describes how the Council has monitored and evaluated the effectiveness of its governance arrangements in the year, and on any planned changes in the coming period;
- provides details of how the Council has responded to any issue(s) identified in last year's governance statement; and
- reports on any key governance matters identified from this review and provides a commitment to addressing them.

The Annual Governance Statement reports on the governance framework that has been in place at for the year ended 31st March 2022 and up to the date of approval of the statement of accounts.

The Governance Framework

The governance framework comprises the culture, values, systems and processes by which an organisation is directed and controlled. 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 services and value for money.

The system of internal control is a significant part of the 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 therefore only provide reasonable and not absolute assurance of effectiveness.

The system of Internal Control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council’s policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The Principles of Good Governance

The Council aims to achieve good standards of governance by adhering to the seven core principles in the diagram below, which form the basis of the Council’s Code of Corporate Governance:



The following pages provide a summary of actions and behaviours taken by the Council in relation to each of these seven core principles (A – G) and associated sub principles.

A Behaving with Integrity, Demonstrating Strong Commitment to Ethical Values and Respecting the Rule of Law

Supporting Principles:		
Behaving with integrity	Demonstrating strong Commitment to ethical values	Respecting the Rule of Law
How we do this:		
<ul style="list-style-type: none"> ➤ The Audit and Member Standards Committee is responsible for promoting high standards of member conduct. ➤ All elected Members follow a code of conduct, supported by training and development. ➤ The Monitoring Officer provides advice and reports complaints and their outcomes to the Audit and Member Standards Committee. ➤ Officer behaviour is governed by the Employee’s Code of Conduct that sets out the standards of conduct expected of employees at work. The Code is supported and reinforced by organisational values to: <ul style="list-style-type: none"> ○ Put Customers First, ○ Improve and Innovate, ○ Have Respect for Everyone. ➤ The Codes are regularly reviewed to ensure they are operating effectively. 	<ul style="list-style-type: none"> ➤ Arrangements are in place to ensure that decisions are not influenced by prejudice, bias or conflicts of interest. These include: <ul style="list-style-type: none"> ○ A register of disclosable conflicts of interest ○ Provision on Cabinet/Council/Committee agenda’s for the declaration of interests ○ A register of gifts and hospitality. ➤ A corporate complaints procedure exists to receive and respond to any complaints received. ➤ A Whistleblowing Policy enables employees and others to raise concerns about any aspect of the Council’s work. ➤ The Council is committed to equality of opportunity for all citizens, in line with the Public Sector Duty as set out in the Equality Act 2010. 	<ul style="list-style-type: none"> ➤ The constitution sets out: <ul style="list-style-type: none"> ○ the responsibilities of the Council, the Cabinet, the Overview & Scrutiny Committee and other Committees ○ The roles, duties and delegated powers of key officers. ➤ The Council has a duty to appoint staff to three specific roles: <ul style="list-style-type: none"> ○ The Head of Paid Service (Chief Executive) who has overall accountability for the governance arrangements operating within the Council. ○ The Chief Financial Officer who is responsible for the proper administration of the Council’s financial affairs and internal controls. ○ The Monitoring Officer who has a role in ensuring decisions are taken lawfully and that the council complies with the Constitution.

➤ Expected behaviours are embedded into performance appraisals		
--	--	--

B Ensuring Openness and comprehensive stakeholder engagement

Supporting Principles:		
Openness	Engaging Comprehensively with Institutional Stakeholders	Engaging with stakeholders effectively, including individual citizens and service users
How we do this:		
<ul style="list-style-type: none"> ➤ To ensure open and transparent decision making the following are published on the Council’s website: <ul style="list-style-type: none"> ○ Council/Cabinet/Committee agendas and reports ○ the Cabinet Forward Plan detailing upcoming key decisions ○ Cabinet and Cabinet Member decisions ➤ To ensure maximum transparency, reports containing confidential information are split into confidential and non-confidential sections whenever possible. ➤ When reports have to be considered in private an explanation is provided on the agenda. ➤ Progress against the Financial Strategy is monitored and reported to Cabinet on a quarterly basis. 	<ul style="list-style-type: none"> ➤ We are committed to working collaboratively with a range of partners across the public, private and voluntary sectors. ➤ The Council is part of a number of external partnerships which provide support to its strategic agenda. These include the Stoke and Staffordshire and the Greater Birmingham and Solihull Local Enterprise Partnerships (LEP), county and regional waste partnerships, and housing and community safety partnerships. ➤ The Council’s planning and decision making processes are designed to include consultation with stakeholders. 	<ul style="list-style-type: none"> ➤ The Council has approved a Community Power Strategy. This builds on the community engagement strategy to: <ul style="list-style-type: none"> ○ engage communities in local decisions ○ work with communities to improve outcomes. <p>Community power incorporates a wide range of practices, approaches and initiatives centred on the principle that communities have knowledge, skills and assets and are well placed to identify and respond to challenges.</p> ➤ Elected Members are democratically accountable to their local area and provide a clear leadership role in building sustainable communities. ➤ The long term vision for the Council is set out in the Strategic Plan. The outcomes have been developed through extensive consultation with

<ul style="list-style-type: none"> ➤ We comply with the code of recommended practice for local authorities on data transparency which acts as a starting point for the information we make available. ➤ The publication scheme lists the information we make available as part of our obligations under the Freedom of Information Act 2000. ➤ Feedback and requests made under the Freedom of Information Act 2000 are used to identify datasets for publication. 		<p>staff, members, residents and stakeholders.</p> <ul style="list-style-type: none"> ➤ Budget and strategic plan consultations undertaken in line with the Engagement Strategy are used to develop the Strategic Plan and Medium Term Financial Strategy. ➤ Resident focus groups are used to establish what local people think of services, what should be prioritised and what can be improved. Panel members are also invited to help test new online processes. ➤ The Council has reviewed and improved its Overview and Scrutiny arrangements ➤ The Council manages a number of social media streams including Facebook and Twitter and maintains websites that help underpin the Council’s strategic ambitions. ➤ The Council distributes a LDC News Publication, a monthly e-newsletter and a range of newsletters on particular themes (e.g. Historic Parks). ➤ The Council’s Contact Centre is the first contact point for customers/citizens. The Centre is a significant component in the distribution of information to residents and visitors, and for capturing information from customers to inform service development.
---	--	--

		<ul style="list-style-type: none"> ➤ The Council has a customer feedback scheme for the public to make complaints, comments and compliments. The information gathered is used to improve services. ➤ The Complaints Charter provides guidance to staff on the Council’s complaints process. A Monitoring reports is presented annually to Audit and Member Standards Committee.
--	--	---

C Defining Outcomes in Terms of Sustainable Economic, Social and Environmental Benefits

Supporting Principles:	
Defining outcomes	Sustainable economic, social and environmental benefits
How we do this:	
<ul style="list-style-type: none"> ➤ The Council’s long term vision and priorities are set out in the Strategic Plan 2020-2024. The document provides the basis for the Council’s overall strategy, planning and decisions. ➤ The key priority outcomes that the Plan aims to achieve are: <ul style="list-style-type: none"> ○ Enabling people - to help themselves and others; to collaborate and engage with us; to live healthy and active lives. ○ Shaping place - to keep it clean, green and safe; to protect our most valuable assets; to make sure sustainability and infrastructure needs are balanced. ○ Developing prosperity – to encourage growth; to enhance the District for visitors; to invest in the future. 	<ul style="list-style-type: none"> ➤ The Local Plan encourages sustainable development within the Lichfield District area, and includes policies on a number of key themes, including sustainable communities, infrastructure, homes for the future, economic development and enterprise, and healthy and safe communities. ➤ The Council publishes an Infrastructure Funding Statement (IFS). The statement explains how the spending of forecasted income from CIL and Section 106 planning obligations will be prioritised. ➤ The Council is promoting Neighbourhood Plans which will guide future development, enable parish areas to receive a share of the financial benefits of development (Community Infrastructure Levy), and also allow them to set their own priorities for its investment.

<ul style="list-style-type: none"> ○ A good Council – that is financially sound, transparent and accountable; is innovative and customer focussed; has respect for everyone. ➤ Cabinet and Leadership Team have identified the top priority issues that needed to be addressed to ensure these are achieved over the next 12 - 18 months. These priorities form the basis of the Medium Term Priorities Plan and Service Plans. ➤ Officers responsible for the Delivery Plan and Service Plan actions update the Pentana system to ensure performance on each individual action is registered in a central location, enabling officers and Members to access real-time performance information. ➤ Performance reporting takes place in line with reporting on the Council’s Medium Term Financial Strategy facilitating informed consideration of performance and budgetary pressures. ➤ The Council works with partner organisations where there are shared objectives and clear economic benefits from joint working. ➤ The Overview & Scrutiny Committee has an important role in helping to define and monitor outcomes. ➤ Local Government Association Peer Review has been used to provide a ‘health check’ on core components including priority setting, financial planning and viability. 	<ul style="list-style-type: none"> ➤ The procurement strategy seeks to embed social value principles (social, economic and environmental) in procurement and contract management. ➤ Consideration is given to the environmental impact, financial implications and social impact (equality, diversity, human rights, crime & safety) of all Cabinet decisions.
--	--

D Determining the Interventions Necessary to Optimise the Achievement of the Intended Outcomes

Supporting Principles:	
Determining and Planning Interventions	Optimising the Achievements of the Intended Outcomes
How we do this:	
<ul style="list-style-type: none"> ➤ The Strategic Plan 2020 – 24 sets out the Council’s aspirations, focus and priorities. This in turn helps identify and determine any interventions that are necessary. ➤ The Council’s decision making process ensures decision makers receive a rigorous, objective and robust analysis of options together with the risks associated with any proposed decision. ➤ Consultation is undertaken as part of the decision making process. Reports are required to set out the consultation that has taken place. ➤ The Strategic Plan is supported by Performance Indicators that are monitored by the Cabinet and the Overview & Scrutiny Committee. 	<ul style="list-style-type: none"> ➤ The Medium Term Financial Strategy (MTFS) is driven by the Strategic Plan. The MTFS covers investments, the use of reserves, the approach to Council Tax, and the use of capital. It also considers medium term cost pressures and how these could be financed. ➤ The Council’s Capital Strategy provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services together with an overview of how associated risk is managed and the implications for future financial sustainability. It provides a framework for managing the Council’s capital programme and forms part of the Council’s integrated revenue, capital and balance sheet planning. ➤ Money Matters Reports are presented at quarterly intervals to Cabinet and Briefing Notes are provided to the Overview and Scrutiny Committee. Financial projections are updated in these reports. ➤ The Council engages with internal and external stakeholders and has approved a Community Power Strategy that builds on the existing Community Engagement Strategy. ➤ The achievement of ‘social value’ forms part of the procurement strategy.

E Developing Capacity, Including the Capability of Leadership and the Individuals Within it

How we do this:

- The [Constitution](#) sets out how the Council legally operates, how formal decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. The document identifies the roles and responsibilities of Member and officer functions, with clear delegation arrangements and protocols for decision making and communication. The Constitution is kept under continual review and changes are recommended to full council as appropriate.
- The Council has approved an organisational change programme – Be a Better Council 2021-2024. It will enable the Council to be:
 - Better equipped – realigning service structures and rethinking how our services are delivered, and by whom. We will bring all residents' facing services together and support them with better use of digital technologies that are second nature to our invisible competition. Where sensible, we will merge the functional elements of services (e.g. assessment and processing) and underpin their management and delivery with stronger performance management and greater clarity over what is expected of them.
 - Better led – creating a strong 'can do' culture across the organisation and equipping all our managers with the right skills to do their jobs.
 - Better performing – investing in the core capacity and capabilities of our workforce, to create an officer cohort capable of increased growth and performance.
- The Council has a training plan for Members which is developed and monitored by the Employment Committee. The areas covered included safeguarding, planning enforcement, Code of Conduct and governance, the local plan, press and social media, and equality and diversity.
- The Chief Executive and Heads of Service have annual performance targets. These are based on delivery of the Strategic Plan and the business risks anticipated for the year. Senior politicians appraise the Chief Executive's performance against these targets and the Chief Executive appraises the Heads of Service.
- Performance Development Reviews are carried out for employees and training needs are identified as part of this process.
- A structured e-learning programme is available which greatly enhances the learning and development opportunities for a large cross-section of employees. Areas covered include fraud awareness and equalities.
- The Council has invested in a programme of training for all its managers delivered by West Midlands Employers. The programmes modules link closely to core competencies.
- Employees are kept up to date with issues affecting the Council through regular bi-weekly emails from the Chief Executive, an internal newsletter and regular Managers' Briefings.
- The Council has a Workforce Development Plan which

- Provides a link between the Council’s strategies and employee development
 - Identifies future skills and competencies needed to deliver new and improved services
 - Provides a comparison between present and future skills and competencies and identifies gaps and;
 - Develops strategies and plans to eliminate those gaps.
- The Council has a Belonging and Wellbeing Strategy that aims:
 - to ensure all employees are supported
 - provide a positive environment that is compatible with promoting staff engagement, being an employer of choice, improving attendance, high organisational performance, resident focus and organisational performance.
 - Local Government Association Peer Review has been used to provide an external ‘healthcheck’ on core components including political and managerial leadership, governance and decision making and organisational capacity

F. Managing Risks and Performance Through Robust Internal Control and Strong Public Financial Management

Supporting Principle:
Managing Risk
How we do this:
<ul style="list-style-type: none"> ➤ The Council has a Risk Management Policy that defines the roles and responsibilities for managing risk. ➤ A Corporate Strategic Risk Register is produced by assessing the risk factors that could potentially impact on the Council’s ability to deliver its Strategic Plan. Risks are judged on their likelihood of occurrence and their potential impact. These are monitored by Members and Senior Officers and reported quarterly to Audit and Member Standards Committee. ➤ An annual Health and Safety Performance Report is presented to Leadership Team and Employment Committee. The report sets out accidents and insurance claims and provides a review of the corporate health and safety training programme, detailing changes to operating procedures and emerging challenges. ➤ An ‘Acceptable Use Policy’ for IT seeks to ensure that all computer systems and networks owned or managed by the Council are updated in an effective, safe, ethical and lawful manner. ➤ Financial Procedure Rules form part of the Constitution and set out the financial management framework for ensuring the best use of resources. It outlines the financial roles and responsibilities for staff and Members and provides a framework for financial decision-making. The Rules ensure statutory powers and duties are complied with, and reflect best professional practice.

- The Council has reviewed and revised its Contract Procedure Rules.
- The Chief Financial Officer provides effective financial management in accordance with the financial procedures and rules set out in the Constitution.
- There is Clarity over the role of Head of Paid Service and Monitoring Officer.
- Maintenance of an effective system of both internal and more detailed financial control is the agreed responsibility of Heads of Service and Service Managers, who are responsible for managing their services within available resources, in accordance with agreed policies and procedures, and to support the sustainable delivery of strategic priorities in the Strategic Plan and maintain statutory functions. Elements include:
 - Monthly review of budgetary control information by budget holders and Heads of Service to compare expected to actual performance and to forecast going forward.
 - Formal budgetary monitoring reports reviewed with budget holders and Heads of Service at quarterly intervals. These look at actual performance and provide forecasts going forward
 - Money Matters reports are produced quarterly, reviewed by Leadership Team and reported to Overview and Scrutiny, Cabinet and Full Council.
- The Financial Management Code was applied from 1 April 2020.
- The Audit and Member Standards Committee provides independent assurance over governance, risk and internal control arrangements with a focus on financial management, financial reporting audit and assurance. The Committee is independent of the Executive and accountable to the governing body.
- The Audit and Member Standards Committee has approved a Counter Fraud Framework.

Supporting Principle:

Managing Performance

How we do this:

- The Strategic Plan outlines priorities.
- The Strategic Plan is supported by Performance Indicators that are monitored by Leadership Team, the Cabinet and the Overview & Scrutiny Committee.
- Service Plans set out key priorities, objectives and risks for individual services
- Performance is monitored by Leadership Team, Cabinet and the Overview and Scrutiny Committee.
- The Overview & Scrutiny function has been reviewed and improved to ensure effective oversight, constructive challenge and review.
- Reports provide clear objective analysis and advice including risk and assess financial, social and environmental implications.

<ul style="list-style-type: none"> ➤ Performance on individual actions is registered on the Pentana system providing real-time performance information. ➤ Personal Development Reviews are used to assess performance and set goals and objectives at the individual level.
Support principle:
Robust Internal Control
How we do this: <ul style="list-style-type: none"> ➤ The Internal Audit Service provides an objective evaluation of internal controls to effectively manage risk and monitors any weaknesses identified to ensure these are addressed. ➤ Audit and Member Standards Committee is independent from the Executive and provides further assurance on the governance of risk management and internal control arrangements. ➤ Fraud is taken very seriously and the Council has an anti-fraud and corruption policy and a whistleblowing policy which is reviewed annually and approved by the Audit and Member Standards Committee.
Supporting principle:
Managing Data
How we do this: <ul style="list-style-type: none"> ➤ The Council is committed to complying with General Data Protection Regulations (GDPR) and the Data Protection Act 2018. It is recognised that the correct and lawful treatment of personal data maintains public confidence and trust. ➤ Compliance with the Council’s Data Protection Policy is mandatory. The policy facilitates a unified GDPR compliant framework for all Members and officers when managing and processing customer data. ➤ In line with GDPR requirement the Council has appointed a Data Protection Officer (DPO to oversee compliance with GDPR and provide advice in relation to the law. The Council’s DPO, works closely with the Chief Operating Officer, who is the Council’s Senior Information Risk Owner (SIRO). ➤ Monitoring also includes an annual reports of the Data Protection Officer to Audit and Member Standards Committee, internal/external audits and Information Commissioner reviews as appropriate. ➤ We are registered as a Controller under the General Data Protection Regulation (GDPR) which governs how we manage and process the information we collect and retain. We have a nominated Data Protection Officer and procedures in place that explain how we use and share information, as well as arrangements for members of the public to access information.
Supporting principle:
Strong Public Financial Management

How we do this:

- Budget holders and Heads of Service review budgets on a monthly basis to monitor actual performance and review/update forecasts.
- Formal budgetary monitoring reports are reviewed with budget holders and Heads of Service at quarterly intervals.
- Money Matters reports considering financial performance against the financial strategy are produced quarterly. The reports are reviewed by Leadership Team and reported to the Overview and Scrutiny Committee and Cabinet.
- The Council has implemented the Financial Management Code developed by CIPFA in consultation with senior practitioners from local authorities and associated stakeholders.
- External Audit reviews the Council’s financial statements (including the Annual Governance Statement) providing an opinion on the accounts and the arrangements in place for securing economy, efficiency and effectiveness in the use of resources (the value for money conclusion).
- The Audit and Member Standards Committee is independent of the Executive and accountable to the governing body. It considers the external audit opinion on value for money has part of its responsibility for monitoring the effectiveness of the control environment and value for money.

G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Supporting Principles:		
Implementing Good Practices in Transparency	Implementing Good Practice in Reporting	Audit and Delivering Effective Accountability
How we do this:		
<ul style="list-style-type: none"> ➤ The Agendas and Minutes of Cabinet and Committee meetings are published on the Council’s website. ➤ Upcoming Key Decisions are Published on the Cabinet’s Forward Plan. ➤ The Council has a Freedom of Information publication scheme 	<ul style="list-style-type: none"> ➤ The published Annual Statement of Accounts is a statutory summary of the Council’s financial affairs for the financial year. It provides clear information on the income and expenditure of the Council and sets out the Council’s stewardship of public money. ➤ The Annual Governance Statement and Local Code of Corporate Governance set out governance arrangements and consider 	<ul style="list-style-type: none"> ➤ Accountability and decision making arrangements are clearly defined within the Council’s constitution. ➤ The Audit and Member Standards Committee provides independent assurance to the Council on the adequacy and effectiveness of governance arrangements and internal control. ➤ Risk based internal audit, compliant with Public Sector

	<p>their effectiveness against the seven key principles.</p> <ul style="list-style-type: none"> ➤ The Audit and Member Standards Committee reviews and approves the Annual Statement of Accounts and the Annual Governance Statement. 	<p>Internal Audit Standards, provides ongoing assurance that key risks material to achieving the Council’s objectives are being managed.</p> <ul style="list-style-type: none"> ➤ External Auditors carry out reviews of our internal control arrangements throughout the year. No weaknesses have been reported in their updates to Audit and Member Standards Committee during 2021/22
--	--	---

Annual Review of the Effectiveness of the Governance Framework

How has the Council Addressed the Governance Improvement Actions from 2020/21?

In 2020/21 one significant weaknesses in Governance/Internal Control was highlighted in relation to the proposed disposal of an area of Public Open Space.

Review Reference	Issue	Action
Land & Property	Disposal of Open Space – Consultation Process	An Independent Review was commissioned and the findings were reported to Audit & Member Standards Committee and Cabinet. An Action Plan has been agreed and a clear policy and procedure adopted for the disposal of assets.

Governance Review 2021/22

We have a legal responsibility to conduct an annual review of the effectiveness of our Governance Framework, including the system of internal control. The outcomes of the review are considered by Audit (and Member Standards) Committee (which is charged with final approval of this statement).

The review is informed by:

- The views of Internal Audit, reported to Audit and Member Standards Committee through regular progress reports, and the Annual Internal Audit Opinion.
- An annual review, carried out by the Audit Manager, of the effectiveness of Internal Audit (as required by Regulation 6(3) of the Accounts and Audit Regulations 2015).
- The views of our External Auditors, regularly reported to Audit and Member Standards Committee through regular progress reports, the Auditors Annual Report, the Informing the Audit Risk Assessment document, the Audit Findings Report and the Audit Plan.
- The views of the Head of Paid Service (Chief Executive), Monitoring Officer, Section 151 Officer.
- The activities and operations of Council Service Areas whose Heads provide written assurance statements using an Internal Control Checklist.
- The views of Members (Chairmen and Vice Chairmen and Leader of the Minority Group) using a Members' Questionnaire.
- The Risk Management Process, particularly the Corporate Strategic Risk Register
- Performance information reported to Cabinet, Council and Overview and Scrutiny Committees.

Conclusion of the Review

We consider the Governance Framework and Internal Control environment operating during 2021/22 to provide reasonable and objective assurance that any significant risks impacting on the achievement of our principal objectives will be identified and actions taken to avoid or mitigate their impact.

The system of Governance (including the system of Internal Control) can provide only reasonable and not absolute assurance that assets are safeguarded, that transactions are authorised and properly recorded, that material errors or irregularities are either prevented or would be detected within a timely period, that value for money is being secured and that significant risks impacting on the achievement of our objectives have been mitigated.

Simon Fletcher
Chief Executive

Councillor Douglas Pullen
Leader of the Council