

The Draft Annual Governance Statement 2015- 2016

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SUMMARY

1. The Committee received an update on preparation of the Annual Governance Statement (AGS) for 2015/16 at its meeting on 15th March 2016. Good progress has been made draft the AGS, which has included collecting cross-council management assurance statements and reflecting progress in Internal Audit reviews of key processes. The AGS on schedule to be published alongside the Statement of Accounts in September 2016.
2. Governance issues identified during the review process are outlined in the attached draft AGS (Appendix A).

REASON FOR REPORT

3. This briefing provides the Audit Committee with an update on the process and presents the draft 2015-16 AGS for review and comment.

RECOMMENDATION

4. Members are invited to review the production of the draft 2015-16 AGS and offer comments on the process.
5. At this stage the AGS is draft and subject to possible amendment. The Committee will be invited to adopt the AGS once it is signed and agreed by the Leader of the Council and the Chief Executive, for publication alongside the annual accounts in September 2016.

DRAFT

London Borough of Hillingdon Annual Governance Statement 2015/16

1 Scope of Responsibility

The London Borough of Hillingdon (LBH) 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. LBH also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, LBH is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions that include arrangements for the management of risk.

LBH follows an approach to corporate governance, which is consistent with the principles of the CIPFA / SOLACE Framework '*Delivering Good Governance in Local Government*'. The authority's constitution is on its website at www.Hillingdon.gov.uk. This statement explains how the authority has met the requirements of Regulation 6(1)(b) of the Accounts and Audit Regulations 2015 in relation to the publication of an Annual Governance Statement.

2 The Purpose of the Governance Framework

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

The system of internal control is a significant part of 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, 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 LBH's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place at LBH for the year ended 31 March 2016 and up to the date of approval of the 2015/16 Statement of Accounts.

3 The Governance Framework

LBH has brought together the underlying set of statutory obligations, management systems and principles of good governance to establish a formal governance framework. The key elements outlined below demonstrate how Hillingdon maintains effective internal controls and an effective governance system.

3.1. The London Borough of Hillingdon's Constitution, sets out how the authority operates, how decisions are made, and the procedures that are followed to ensure that they are efficient, transparent and accountable to local people. The constitution is regularly reviewed at full Council meetings and also more comprehensively on an annual basis at

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each AGM, as required.

3.2. Part 2 of the constitution outlines the **roles and responsibilities** of the Executive, Non-executive, Mayor, Overview and Scrutiny committees, Standards committee and officer functions. There is an ethical framework governing the conduct of Members and co-opted members, introduced by the Localism Act 2011. The governance arrangements for Hillingdon comprise:

- A structure of the Leader of the Council, a Cabinet and Policy Overview and Scrutiny Committees;
- A Corporate Management Team;
- Senior Management Teams;
- The Audit Committee, led by an independent chairman; and
- Standards Committee and a Code of Conduct for Members and Co-opted Members.

3.3. Part 2, article 7 of the Constitution sets out the '**Cabinet Scheme of Delegations**'. This governs the allocation of responsibilities and the discharge of executive functions by the Leader, the Cabinet and individual Cabinet Members. This is regularly updated to reflect changes to Cabinet Member portfolio responsibilities in line with business priorities and Directors' responsibilities. Executive decision-making is transparent and undertaken in accordance with regulations and the law, with flexibility for urgent decisions. Cabinet meetings are open to the public and media to attend and report on and are available to watch through the Council's YouTube channel.

3.4. Part 2, articles 6 and 8 (including Part 4,E) set out how the Council's non-executive decisions by Members are taken. **Policy Overview and Scrutiny Committees** undertake regular monitoring of services, performance and the budget and an annual programme of major Member-led service reviews involving witness testimony aimed at influencing Executive policy. Statutory scrutiny of health and police bodies is undertaken annually. Regulatory decisions on planning, licensing and related matters are undertaken judiciously by experienced and trained elected Councillors, in accordance with the Council's high ethical standards.

3.5. Part 2, article 8 also sets out how the Authority works with its partners in Hillingdon through the **Health and Wellbeing Board**, which is chaired by the Leader of the Council and complies with requirements of the Health and Social Care Act 2012. The Health and Wellbeing Board seeks to improve the quality of life of the local population and provide high-level collaboration between the Council, NHS and other agencies to develop and oversee the strategy and commissioning of local health services.

3.6. Part 3 of the Constitution sets out the '**Scheme of Delegations to Officers**'. This governs the responsibility allocated to officers of LBH to perform the authority's activities. These include the Chief Executive, Borough Solicitor and Head of Democratic Services and the schemes are updated when required to reflect the changes to Directors' responsibilities in line with business priorities. Within this, each Directorate has individual Schemes of Delegations, setting out how Directors' responsibilities are sub-delegated.

3.7. Part 5 of the Constitution sets out formal '**Codes of Conduct**' governing the behaviour and actions of all Council Members, co-opted members and Council officers. A 'Code of Conduct for Members and Co-opted Members' was adopted in July 2012. The code requires that Councillors conduct themselves appropriately to fulfil their duties and that any allegations of misconduct are investigated. There is a separate 'Code of Conduct for Employees', which applies to all Council officers and is part of their contract of employment. The authority regularly reviews the code and guidance to ensure these requirements reflect

changes to the Council structure. A revised Code of Conduct for Officers and Protocol for Member / Officer Relations were approved by full Council in February 2015.

3.8. The Council, as opposed to adopting a formal Code of Corporate Governance, ensures that Hillingdon's governance structure, decision making process and areas of responsibility are covered in the Council's Constitution and Schemes of Delegation.

3.9. A Member training programme is devised for each municipal year. All new Members are trained on the Code of Conduct by the Borough Solicitor and Head of Democratic Services and refresher training delivered where appropriate. Complaints about alleged breaches of the Code are handled in accordance with the requirements of the Localism Act 2011. The Standards framework includes a Whips Protocol and complainants are expected to make use of it first, with complaints only escalated to the Monitoring Officer and Standards Committee if they cannot be resolved through this process. The Council has also put in place an induction and training programme for Members along with specific training on scrutiny, planning, audit and licensing rules.

3.10. Member Register of Interests records the interests of Members and co-opted members of the London Borough of Hillingdon. There is a separate 'Related Parties' register that all Members and relevant senior officers are required to complete each year declaring the relationship and nature of any related party transactions, which the authority has entered into.

3.11. A Member / Officer Protocol to govern and regulate the relationship between the London Borough of Hillingdon's elected Members and appointed officers is in place. This has been developed in consultation with the political leadership, all Council members and relevant senior officers. It was revised and re-adopted by Council in February 2015.

3.12. A formal Whistleblowing policy, which sets out how the Council complies with the Public Interest Disclosure Act 1998, allows Council staff and contractors working for the authority to raise complaints regarding any behaviour or activity within the authority, ranging from unlawful conduct to possible fraud or corruption. The Monitoring Officer has overall responsibility for maintaining and operating the policy, along with reporting on outcomes to the Standards Committee. An Internal Audit assurance review in September 2014 identified some areas requiring improvements relating to the process surrounding the recording of whistleblowing allegations to ensure the right officers are promptly notified and sufficient records are maintained. Work to strengthen arrangements in this area is planned for 2016/17.

3.13. The London Borough of Hillingdon has set out its vision of 'Putting Our Residents First' and established four priority themes for delivering efficient, effective and value for money services. The priority themes are; 'Our People, 'Our Heritage, 'Our Environment' and 'Sound Financial Management'. The delivery of these priorities will be achieved through a combination of strategic management programmes, which include: the Hillingdon Improvement Programme, Business Improvement Delivery programme and the financial and service planning process (Medium Term Financial Forecast).

3.14. The Hillingdon Improvement Programme (HIP) is Hillingdon's strategic improvement programme which aims to deliver excellence as set out in the Council vision – 'Putting Our Residents First'. The HIP Vision is to build a more customer focused organisation, to modernise business processes and to free up resources to provide improved services for our residents. HIP has helped to change the culture of the organisation and to improve the services delivered to residents. This can be evidenced through the high satisfaction rates received from residents about customer care, waste and recycling services, libraries, our primary and secondary schools and how well they feel

informed, through regular feedback. HIP is consistently trying to improve Hillingdon by continuing to deliver a range of innovative projects, drive forward major cultural change and enhance Hillingdon's reputation. The programme is led by the Leader of the Council, and the Chief Executive and Corporate Director for Administration is the Programme Director. Cabinet members and directors are also responsible for specific HIP projects.

3.15. The Business Improvement Delivery (BID) programme is a key part of HIP and has been designed to fundamentally transform the way the Council operates. Through the programme, savings of £10.034 million were delivered in 2015/16 taking total savings since 2010 to over £94 million. The BID programme delivery and expenditure is overseen by the Leader of the Council, and the Deputy Chief Executive and Corporate Director of Residents Services.

3.16. The Medium Term Financial Forecast (MTFF) process is the system of service, financial and annual budget planning. This runs from the preceding March to February with a robust challenge process involving Members and Corporate Directors. Monthly reports on key financial issues are produced and communicated through the finance management team.

3.17. Hillingdon Partners aims to bring together the local public, private, voluntary and community sector organisations to improve the quality of life for all those who live in, work in and visit Hillingdon. The Partnership works to promote the interests of Hillingdon beyond the borough's boundaries with external organisations, regional bodies and central government. The Partnership has agreed 9 priority areas for the focus of its work, with actions to address local priorities delivered through theme groups.

3.18. A Joint Strategic Needs Assessment (JSNA) outlines the current and future health and wellbeing needs of the population over the short-term (three to five years) and informs service planning, commissioning strategies and links to strategic plans such as Hillingdon's Joint Health and Wellbeing Strategy. The JSNA is 'live' and can be accessed via the Council's website and as such is updated throughout the year rather than refreshed annually.

3.19. An Independently Chaired Audit Committee operates to oversee financial reporting, provide scrutiny of the financial and non-financial systems, and provide assurance on the effectiveness of risk management procedures and the control environment. The Audit Committee has been set up with terms of reference which are generally consistent with CIPFA's 'Audit Committees – Practical Guidance for Local Authorities 2005'. Following a rigorous recruitment process, Council appointed a new, independent Chairman of the Committee in September 2015. The Audit Committee is subject to an annual review of its effectiveness.

3.20. The Performance Management Framework is a Council-wide framework requiring service areas and teams to set annual plans, targets, identify risk and report performance against Council priorities. Key aspects of performance is monitored on a regular basis through a combination of reporting against service targets and performance scorecards, the results of which are regularly presented to Senior Management Teams and reported quarterly to the Corporate Management Team.

3.21. The London Borough of Hillingdon has established an effective **risk management system**, including:

- **A corporate risk management framework** outlining the, roles, responsibilities and processes for capturing, reporting and taking action to mitigate key corporate and group risks. The Corporate and Group Risk Registers enable the

identification, quantification and management of strategic risks to delivering the Council's objectives. Group Risk Registers are updated quarterly, reviewed by each Senior Management Team and the most significant risks are elevated to the Corporate Risk Register. The Council's Risk Management framework is reviewed annually. During 2014/15 Internal Audit highlighted a number of areas for further improvement including a gap in the identification of lower level, operational risks, that may not be considered as much of a high priority as the group and strategic risks. The Head of Business Assurance has recently taken over responsibility for the facilitation of the Council's Risk Management Framework. Work is now planned to strengthen the arrangements in place to identify and manage operational risks.

- **A Corporate Risk Management Group (CRMG)**, chaired by the Corporate Director of Finance, reviews the Corporate and Group Risk Registers on a quarterly basis and advises the Cabinet and Corporate Management Team on the significant risks. The Corporate Risk Register is presented to the Audit Committee in the following quarter. Where appropriate, the Medium Term Financial Forecast (MTFF) embraces the potential financial impact of significant risks.
- **Risk management training** has been provided to Audit Committee members during 2015/16. Risk Management training for staff is available via an e-learning training package although the completion rate is low. The Head of Business Assurance has recently taken over responsibility for the facilitation of the Council's Risk Management Framework. Work is now planned to provide bite size training sessions for staff in relation to risk management.

3.22. The Council acknowledges that there is a continued need for robust and effective risk management processes and procedures that will help to mitigate against the financial and reputation risks arising from the broad range of **insurance risks** to which it is exposed. It is anticipated that the new Insurance contracts will support this through using a mixed portfolio of suppliers specialising in particular insurance sectors, alongside internal actions to raise awareness of such risks.

3.23. Occupational Health and Safety Services provide advice and support to the Corporate Safety Forum, Group Health and Safety Advisors and managers regarding health and safety issues. The Corporate Safety Forum assists in ensuring a consistent approach to health and safety management is adopted throughout the Council. It reviews health and safety performance across the Council and discusses matters of topical and strategic interest that have corporate health and safety consequences.

3.24. A Council-wide officer group, the **Hillingdon Information Assurance Group (HIAG)**, chaired by the Senior Information Risk Owner (the Head of Business Assurance) on behalf of the Corporate Management Team, meets every quarter to review progress on the agreed Information Governance Action Plan (IGAP). The relevant policies, procedures and guidelines for staff are updated in line with the IGAP. An updated data protection e-learning training module has been rolled out to staff and briefings have been delivered to some Elected Members. Where identified, learning from data protection incidents that have occurred are integrated into the IGAP.

3.25. The London Borough of Hillingdon has an **Anti-Fraud and Anti-Corruption Strategy** approved by Cabinet and made available to all staff, although this is need of significant updating and there is scope to improve staff awareness in this area. It is underpinned by and refers to the full range of policies and procedures supporting corporate governance arrangements such as Codes of Conduct, Standing Orders, Register of Interests and the Whistleblowing Policy. Work is planned to implement a new Anti-Fraud and Anti-Corruption

Strategy by December 2016, which will help ensure that all staff are made aware of their responsibilities and the procedures for reporting fraud or corruption.

3.26. The Committee Standing Orders (Part 4B), Procurement & Contract Standing Orders (Part 4H) & Scheme of Delegation to Officers (Part 3) are incorporated in the Constitution and reviewed annually. The Scheme of Delegation specific to each Group is available on the Hillingdon's internal web pages: 'Horizon'.

3.27. The London Borough of Hillingdon **monitors legislative changes**, considers implications and opportunities and ensures that the authority is substantially compliant with laws and regulations. The Policy Team leads on briefing the Corporate Management Team on upcoming changes and agreeing actions, reporting to Cabinet on specific issues as required. Legal Services review Member and Cabinet decisions for legal compliance.

3.28. Hillingdon's training and development programme enables staff and senior officers to access and complete a wide range of learning and development opportunities through the internal Learning & Development pages on 'Horizon' to ensure they have the skills, knowledge & behaviours to deliver the Council's priorities. This includes induction programmes, e-learning packages and a range of vocational development courses under the Qualifications and Credit Framework. In addition, the Hillingdon Academy is now well established as a leadership programme aimed at providing the Council's future leaders. The Council also offers staff the opportunity to achieve professional qualifications and meet their continuing professional development (CPD) requirements.

3.29. The **Performance and Development Appraisal (PADA)** process requires all officers and senior managers to record employee's key objectives and tasks, set targets for when these must be delivered and identify staff learning and development needs. There are competency frameworks for staff, managers, senior officers and Directors, with descriptors outlining the performance that is expected at each level. Performance reviews are required to be completed on a bi-annual basis against the relevant competency framework and PADA guidance is available to support both staff and managers through the process. A planned Internal Audit review in 2016/17 will consider the links between learning and development needs identified in the PADA and the delivery of training to staff.

3.30. Hillingdon has a set of **consultation/engagement standards** that demonstrate a commitment for building strong relationships with residents, visitors and businesses throughout the borough. The standards set out Hillingdon's commitment to engage, consult and respond to the views of local communities. The standards also support Hillingdon's commitment to transparency and the need for sharing information with residents. Resident and stakeholder feedback supports and informs corporate intelligence, which drives business planning, policy and decision making including commissioning and procurement of services. An annual customer engagement plan is in place covering all Council services to align customer engagement to support the delivery of Council priorities.

3.31. Hillingdon's Pride of Place initiative encourages residents to contribute their ideas on neighbourhood improvements so that they can feel PROUD to live in Hillingdon. The aim is to raise civic pride by showing how residents can make a real difference and contribute directly to a range of activities and specific projects to improve their local area. The initiative brings together other successful programmes such as 'Street Champions' and 'Chrysalis', and gives residents the opportunity to meet informally with their ward councillors and discuss improvements directly with Council officers through a variety of community engagement events across the borough.

3.32. The Council has in place a well-established **Petition Scheme**, including e-Petitions. This is widely used by people in the borough to submit their views on local matters directly

to decision-makers.

4 Review of Effectiveness

4.1. The London Borough of Hillingdon 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 executive managers within the authority who have responsibility for the development and maintenance of the governance environment, the Head of Business Assurance's annual Internal Audit report, and also by comments made by the external auditors and other review agencies and inspectorates.

4.2. Overall the review of effectiveness concluded that internal control/governance systems have been in place for the financial year ended 31 March 2016 and, except where identified in section 5, the management and control systems are operating effectively in accordance with good practice.

4.3. The review has been informed by a range of management information and improvement action, including:

4.3.1. A comprehensive annual programme of scrutiny and review by the Policy Overview and Scrutiny Committees and the Audit Committee.

4.3.2. The role and responsibilities of the Corporate Director of Finance, detailed in the Finance Schemes of Delegation. As a key member of the Corporate Management Team leadership, his role is to act as, and exercise the functions of, the "Chief Finance Officer" meaning the officer designated under section 151 of the Local Government Act 1972. As such he is actively involved in all material business decisions to safeguard public money and sound financial management on behalf of the authority.

4.3.3. The work of the external auditors (Ernst & Young) as reported in their Annual Audit Letter.

4.3.4. The work of the Business Assurance service, which develops its quarterly Internal Audit plans after an assessment of risk and priorities including discussions with relevant senior managers. The Head of Business Assurance (& Head of Internal Audit) reported quarterly during the year to both the Corporate Management Team and the Audit Committee. Overall he has provided a REASONABLE level of assurance on the Council's internal control environment for 2015/16.

4.3.5. Management Assurance Statements (MASs) were received from all Deputy Directors and Heads of Service covering the financial year 2015/16. The MASs provide confirmation that the control environment is operating effectively to safeguard the delivery of services and that governance issues other than those identified in Section 5 (below) have been raised and are being dealt with appropriately.

4.3.6. The London Borough of Hillingdon has continued to maintain effective financial management throughout the financial year, with unallocated reserves increasing to £39 million by 31 March 2016.

4.3.7. The London Borough of Hillingdon has a clear commitment to a capable and fit for purpose procurement function. Working to a Category Management approach, Procurement ensures a best value approach to expenditure commitment. By engaging with groups, Procurement supports the delivery of financial and service level requirements to meet the wider corporate objectives with a 'Resident First' approach.

5 Significant Governance Issues

5.1. The London Borough of Hillingdon has implemented a range of improvement actions, as part of its overall continuous improvement programme, to strengthen governance arrangements and control systems.

5.2. All internal control/governance issues reported in the 2014/15 AGS and in previous years have been resolved except that:

5.2.1 Good progress has been made during the last year to establish a school-led improvement approach in Hillingdon working closely with Head Teachers and Governing Bodies in the Borough. However, as at 1st April 2016, there were 17 schools in Hillingdon judged by Ofsted as 'requiring improvement' and 1 Academy school judged as 'inadequate'.

The Council is working closely with all schools to ensure all children in Hillingdon receive a 'good' or better education. Five maintained schools have been targeted for six weekly reviews by the Local Authority to challenge plans and check on progress to address areas of concern. Warning notices have been served on maintained schools which are a cause for concern and / or fail to make sufficient progress. For Academy Schools any concerns have and continue to be escalated to the Regional Schools Commissioner for action.

More schools judged previously as 'requiring improvement' have converted to a 'good' judgement over the last 12 months. Five improvement and innovation networks have recently been established with support from the Local Authority to address five cross-cutting themes of school improvement aligned to local priorities, including raising attainment for disadvantaged pupils. The networks are being led and funded by schools and will build collaboration, share expertise and develop local practice to raise educational standards for Hillingdon's residents.

5.2.2 An Internal Audit assurance report on the Council's Corporate Anti-Fraud and Anti-Corruption arrangements identified a number of governance issues requiring improvement. Work is planned to strengthen arrangements in this area during 2016/17.

5.3. Following a review of the effectiveness of the system of internal control including the corporate governance arrangements, the following significant governance issues have been identified in 2015/16:

5.3.1. A review of the Passenger Transport Service in 2015-16 identified a number of issues including a lack of contract monitoring that impacted on the quality of service provided. A routine Health and Safety Audit also highlighted a lack of training and monitoring of H&S issues in the service including lone working, manual handling and S19 permits in transport vehicles. The review of the service is ongoing and actions are in place to resolve those issues identified which include a staff restructure and the implementation of robust risk management processes.

5.3.2. Further to a revisit by the Health and Safety Executive to Harlington Road Depot and an initial visit to New Years Green Lane Civic Amenity Site, a number of site improvements and operational deficiencies were identified for action. These included signage improvements, driver training and the wearing of appropriate Personal Protective Equipment work-wear. The visits did not result in the service of Prohibition or Improvement Notices and appropriate management action is being put in place to improve performance, including a review of staffing arrangements and competencies.

5.3.3. Following a serious incident in the Older People's Housing Service in August 2015, a safeguarding investigation was carried out with Adult Social Care. The investigation

concluded that the incident was the result of an individual member of staff's behaviour and was not indicative of any wider safeguarding issues in the service. Recommendations from an Individual Management Review included the implementation of a programme of safeguarding training for staff in the service and the development of internal escalation processes. These will be monitored to ensure compliance.

5.3.4. During the year an Internal Audit review of the homelessness and housing allocations service found opportunities to strengthen management controls and assurance of decision making. These are being addressed through changes to the management of staff performance and oversight of decision making. The Corporate Fraud Team is now responsible for verification of client information prior to any offer of housing being made. Further work to review policies and practice will be undertaken during 2016/17.

5.3.5. The Council is currently restructuring the Corporate Procurement Team which will be implemented by the end of July 2016. This will address a number of contract management improvement issues raised during the year. This team will take a leading role in contract management across the Council; there will be a number of strategic contracts managed by the Corporate Procurement Team and the team will provide support and training to staff across the Council for all other contracts not covered by procurement the team. The new procurement team will also provide continued support for officers to run compliant procurement projects.

5.3.6. With the facilitation of Business Continuity now falling within the remit of Business Assurance, work has been undertaken which has highlighted it as an area which requires urgent management attention. Work is ongoing to ensure all critical (priority 1) Council services have an up-to-date Business Continuity Plan in place.

5.3.7. The Council continues to attach the highest importance to Data Protection and Information Governance. During the year a number of recommendations raised by Internal Audit during their review in 2014/15 have been implemented by the Council. Work is ongoing through HIAG to address the remaining outstanding recommendations. There has been one significant data breach over the last year but prompt and effective remedial action was taken to protect the privacy of the individuals concerned. This breach was reported to the ICO, who did not consider it appropriate to take any action.

5.3.8. Following a recent Employment Tribunal hearing, a review of the Council's HR policies is underway to ensure that they are consistently applied in practice.

5.3.9. The Council continues to operate in an environment of declining financial support from government while managing increasing demand for a broad range of services, which in the absence of any response would result in a rising annual deficit that would reach £42m by 2021/22. In response the Council continues to review and transform services to drive improvement and efficiency through initiatives such as the successful BID programme, which is on-track to bridge the budget gap by delivering £13.3m savings in 2016/17. This proven approach is set to be continued beyond 2016/17, enabling the Council to continue 'putting our residents first' despite the challenging financial conditions.

Fran Beasley
Chief Executive
XX September 2016

Cllr Ray Puddifoot MBE
Leader of the Council
XX September 2016