8. Annual Governance Statement 2016/17

1. Scope of Responsibility

South Staffordshire Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Council also has a duty under the Local Government 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, the Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, and which include arrangements for the management of risk.

The Council approved and adopted on 16th September 2003 a Code of Corporate Governance in accordance with CIPFA/SOLACE guidance. A copy of the code can be found on the Council Website www.sstaffs.gov.uk or by writing to:

South Staffordshire Council
Council Offices
Codsall
Wolverhampton
WV8 1PX

This statement explains how the Council has complied with the code and also meets the requirements of the Accounts and Audit Regulations 2015, Regulation 10 (and Regulation 6), which requires all relevant bodies to prepare an annual governance statement.

2. The Purpose of the Governance Framework

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

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 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 governance framework has been in place at the Council for the year ended 31 March 2017 and up to the date of approval of the statement of accounts.

3. The Governance Framework

South Staffordshire Council’s governance framework derives from six core principles identified in a 2004 publication entitled The Good Governance Standard for Public Services. This was produced by the Independent Commission on Good Governance in Public Services – a commission set up by the Chartered Institute of Public Finance and Accountancy (CIPFA), and the Office for Public Management. The commission utilised work done by, amongst others, Cadbury (1992), Nolan (1995) and
8. Annual Governance Statement

CIPFA/SOLACE (2001). These principles were adapted for application to local authorities and published by CIPFA in 2007. The six core principles are:

- **a) Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area;**
- **b) Members and officers working together to achieve a common purpose with clearly defined functions and roles;**
- **c) Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour;**
- **d) Taking informed and transparent decisions which are subject to effective scrutiny and managing risk;**
- **e) Developing the capacity and capability of members and officers to be effective; and**
- **f) Engaging with local people and other stakeholders to ensure robust public accountability.**

This situation was updated following the publication by CIPFA, in 2010, of the “Application Note to Delivering Good Governance in Local Government: Framework. This has been further updated, in December 2012, by “Delivering Good Governance in Local Government: Framework Addendum.

The Governance Framework at South Staffordshire

i) Strategic – The Council Plan

**Council Plan 2016 - 2020**

A clear statement of the Council’s purpose and vision was set out in the Council Plan 2016-2020.

This plan, was agreed by Council in April 2016 and designed to be in place for four years, outlines the Council’s overarching vision, its Values and sets out the Council’s priorities under three headings:

1. A Skilled and Prosperous District
2. A Safe and Sustainable District and
3. A Connected District.

Against each of these areas a series of measures, targets and actions are set annually and the proposed targets discussed at Overview and Scrutiny Committee as they were on 4th April 2017. These targets are evidence based and rely on information from a number of sources including locality data setting out information from different partners and sources – which can be seen here. Performance against the Council Plan is monitored on a quarterly basis by the Corporate Leadership Team and Cabinet. Performance is also measured on a half-yearly basis by the Overview and Scrutiny Committee.

The outturn performance figures for 2016/2017 were presented to Overview and Scrutiny Committee on 23rd May 2017. The outturn figures show that of the 17 indicators included in the Scorecard 15 have been achieved and are identified as green.

The remaining two targets were not achieved during the year and are subsequently identified as red on the scorecard: ‘50 specialist housing units’ and ‘increase our Digital Access channel take-up by 10%.’ The reasons for this are set out in the report – the first is due to external conditions and the second as the baseline figures included automated visits to the website which have now been reduced as a security protection measure.
As part of this process a storyboard has been produced, and then shared through various communications, to bring to life the outcomes these measures, targets and the actions this has led to.

i) Organisational – E & I plan

Work was undertaken in 2014/15 to produce a clear plan on how the Council would be able to meet its priorities in the existing and the new Council Plan. This culminated in the unanimous adoption by members of the Council’s Efficiency and Income Plan (“E&I”) at Council in April 2015.

The Efficiency and Income Plan (E & I) set out how the organisation will prepare itself to meet the challenge of delivering the new Council Plan. Progress on the E&I plan is reported regularly to Cabinet and to the Council’s Overview and Scrutiny Committee.

In 2017/18 the E&I Plan will be updated to provide a clearer way to measure how we are delivering against the Plan and to ensure that the targets are updated and reviewed regularly by Members. This is intended to focus on a) financial stability b) managing growth and c) doing things differently and will incorporate a Route Map each year setting out targets and measures for achieving the E&I Plan.

In addition a workforce development strategy is being developed and will be brought forwards in 2017/18 which focuses on ensuring that there is a One Team One Council approach to development and recruitment of staff and that the key fives values of trust: transparency, positive relationships, listening to people and pride are embedded into the organisation

 iii) Operational

- Corporate governance/decision making –

South Staffordshire Council has adopted a Constitution which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure these are efficient, transparent and accountable to local people. The Constitution was fundamentally revised and rewritten in 2015. In 2016/17 changes were made to the constitution to ensure that it was kept up to date with a detailed review taking place at Annual Council in May 2016 and training being provided to members on interpretation of the Constitution.

Policy and decision making are facilitated by a clear framework of delegation set out in the Council’s Constitution, with clear details of delegated authorities to officers.

All reports to Members and all decisions follow a regularly reviewed standard format to ensure that the evidence for decisions is documented and that due consideration is given to all material factors. All reports are reviewed for legal, equalities, crime and disorder, sustainability, health and wellbeing, financial and risk considerations prior to being presented to Members for formal decision-making.

Transparency of decision making is important. All Council meetings are open to the public except where personal or confidential matters are discussed. All public agendas and minutes are placed on the Council’s website, along with the Council’s policies and strategies. These items are also available for inspection by directly contacting the Council, should anyone be unable to access them electronically. Meetings of Council, Planning Committee and Overview and Scrutiny Committee are recorded and available to the public on request.

A significant amount of work took place in 2016 to re-launch the Council’s website and make it more user friendly ultimately seeking to ensure that a significant amount of the queries for the Council were dealt with electronically thereby reducing cost and improving accessibility and customer satisfaction.
Leader and Cabinet Model - In addition to the Council itself, which comprises 49 members, policy and decision-making is facilitated by the establishment of a Cabinet comprising the Leader of the Council, the Deputy Leader of the Council and four Cabinet Members, each of whom have a specific area of responsibility. The Council’s Monitoring Officer is also responsible for ensuring that Cabinet decisions are taken in accordance with the Council’s policy framework. Decisions of the Cabinet are subject to scrutiny by the Committees/Panels carrying out the statutory Overview and Scrutiny function.

Non-Executive Decisions - Those matters which by law may not be the responsibility of the Cabinet either individually or collectively, and are not reserved for a decision by the Council as a whole, are dealt with by the Planning Committee, the Licensing and Regulatory Committee or the Standards and Resources Committee (or are delegated by those Committees to officers).

In 2016/17 there has been a change in the senior management with the previous Chief Executive stepping down and the appointment of the previous deputy Chief Executive as the Chief Executive. A new Corporate Leadership Team structure has been introduced with the deletion of: Deputy Chief Executive role, 4 Director roles and Chief Finance Officer.

The new Corporate Leadership Team is made up of:

- The Chief Executive and 3 Corporate Directors – the Corporate Director Governance, Corporate Director Resource and Corporate Director Commercial.

In addition the service manager level was also deleted with the introduction of 6 Assistant Directors, forming the extended leadership team. The Assistant Directors’ areas of responsibility are aligned with the responsibilities of the relevant Cabinet Member.

The Corporate Leadership Team meets daily and meets with the extended leadership team on a weekly basis. The Corporate Leadership Team focuses on the strategic direction of the Council in delivering the requirements of the members. It also considers other internal control issues, including risk management, performance management, compliance, efficiency, value for money and financial management.

The statutory roles of Head of Paid Service, Section 151 Officer and Monitoring Officer have been vested in: i) the Chief Executive, ii) the Corporate Director Resource and iii) the Corporate Director Governance.

There is also a robust budget and policy framework and detailed financial procedure rules, which are monitored by the Section 151 officer and the Monitoring Officer.

- Scrutiny, Audit and Risk

  Scrutiny

There is one primary Overview and Scrutiny committee to review the work of the Cabinet and the Council as a whole. There is also a Wellbeing Select Committee and an Asset Investment Scrutiny Panel.

The functions of these committees/panel are set down in the Constitution, as are the details of the three challenge panels (Your Council, Your Place and Your Community) which superseded the four Scrutiny Panels in May 2013.

The Overview and Scrutiny Committee and its panels have the powers to review/scrutinise decisions
exercise the right to call in for scrutiny decisions proposed or made but not yet implemented by the Cabinet individually or collectively.

The Overview and Scrutiny Committee met nine times during the year (up to the date of this report) to consider a wide range of items from the budget proposals, performance indicators, a new approach to CCTV cameras and two councillor calls for action.

The Asset Investment Scrutiny Panel carries out the critical function of scrutiny in relation to decisions falling with the Asset Investment Strategy (approved by Council on 29th March 2016). This Panel met 5 times in 2016/17 and has provided robust and helpful challenge to ensure that the right decisions are being made in terms of investment.

The Wellbeing Select Committee covered a number of important issues including crime and disorder.

The Challenge Panels continue to carefully consider and challenge areas of the Council’s work where new approaches could be taken or things could be done differently in order to improve the lives of residents – the results of the panels’ work was reported to Overview and Scrutiny Committee in May 2017.

**Audit Committee**

An Audit Committee has been established that is independent of the Cabinet. The Audit Committee was strengthened in 2016 by the introduction of a further two members, bringing membership up to 8.

The Audit Committee has particular responsibilities for; reviewing the adequacy of policies and practices to comply with statutory requirements and guidance; reviewing and recommending appropriate development of the Council’s fraud and corruption policy; to review the adequacy of internal controls; to monitor the performance of internal audit; to receive reports including the Audit Letter from the external auditors and to act as the group of members responsible for governance. Its terms of reference were revised in May 2016 to bring them into line with CIPFA guidance on best practice in this area, these changes were reflected in the Constitution as approved at Annual Council on 10th May 2016 and are reviewed annually.

The Audit Committee met five times during the year to consider regular reports from internal audit on systems reviews, quarterly risk management reports from the responsible s.151 officer and the Annual Audit and Inspection Letter.

The Audit Committee noted the positive report of external audit on the 2015/16 accounts in September 2016 – this was an unqualified opinion on the accounts. This report was taken to Council in December 2016 together with the annual audit letter.

The Corporate Director Resource confirms that the Council’s financial management arrangements conform with the governance requirements of the Chartered Institute of Public Finance and Accountancy’s Statement on the Role of the Chief Financial Officer in Local Government (2010). The Council’s position of fourth lowest band D council tax of any district in England has been maintained into 2017/18.

The Internal Audit section has delegated responsibility for monitoring the effectiveness of systems of internal control, beyond the merely financial, and plays an important role in the Council’s risk management processes. The audit plan is based upon a formal on risk assessment methodologies and is approved by the Audit Committee each year. Audit reports, including assessments of the adequacy of controls and recommendations for improvements, are sent to the responsible officers and the Audit Committee. Recommendations must be either accepted, with an appropriate action
plan, or rejected with reasons given. Regular reviews follow up on the implementation of agreed recommendations.

A review of the effectiveness of the Audit Committee was carried out during 2016/17 and a few areas for improvement were identified. An action plan has been produced to address these issues during 2017/18.

A register of all High Level Audit recommendations is being maintained with progress being reported to the Audit Committee, the Corporate Leadership Team and to Cabinet. The recommendations can only be removed from the register once the Committee is satisfied that the recommendation has been implemented. It should be noted that all the High Level Audit recommendations from 2015/16 were implemented (or superseded) in 2016/17.

The Audit Committee receives regular reports on the work of Internal Audit. Where specific problems are found the manager will be called to the Audit Committee to explain the situation and present their plans for improvement. This will be followed up in a subsequent report by Internal Audit.

**Risk Management**

A Risk Management Policy, Strategy and Plan are in place and are regularly reviewed. Reports on Risk Management are presented to the Audit Committee following meetings of the Risk Management Board. Operational risks are managed within service areas with a high level review via the Risk Management Board, who also review the strategic risks; both the strategic and the high level operational risks are reported to the Audit Committee.

**Conduct/Anti-Fraud Initiatives**

**Conduct - Standards**

The behaviour of Officers and Members is regulated through separate Codes of Conduct which have been formally approved and adopted. These Codes are supported by the Councillor/Employee Relations protocol and all are an integral part of the Constitution as are the Financial Procedure Rules, Contract Procedure Rules. Annual training for members takes place on the Code of Conduct in June each year.

An Independent Person has also been appointed, in accordance with the requirements of the Localism Act, to be consulted on Code of Conduct allegations. The current Associate Independent Person has indicated his wish to step down so we are in the process of appointing a replacement.

The Council has, following the implementation of the revised standards regime introduced by the Localism Act 2011, retained a Standards Committee. This has, since 8th May 2016, been known as the Standards and Resources Committee. This Committee generally meets every other month. This committee comprises 14 members of the Council, together with 6 Parish Councillors co-opted to the Committee in a non-voting capacity and held six public meetings during 2016/2017.

A key part of the remit of this Committee is overseeing responsibility for the policy on Comments, Compliments and Complaints. The Committee receives all copies of reports from the Ombudsman and also receives updates to every meeting on any substantial cases as well as receiving a detailed annual report on complaints.

This Committee also takes an active role in scrutinising the approach taken to a number of areas and receiving reports on issues such as corporate health and safety and elections.

A significant amount of work has taken place to provide guidance on conduct focusing on the areas with the most complaints, namely planning matters and social media issues. The Committee has,
jointly with the Planning Committee, adopted a planning protocol setting out how members of the Planning Committee should behave and also issuing guidance on use of Social media.

The Committee revised the current Code of Conduct and arrangements for dealing with complaints in March 2017 as to how the Code could be given more meaning and greater focus as to how members should behave and it agreed that revisions to both should be brought forwards. These will be considered at the meeting of that Committee in July 2017.

**Anti-fraud & corruption/whistleblowing**

In 2014 the Council adopted revised policies on Fraud and Corruption and Whistleblowing. The Council also has clear policies on Money Laundering, and Internet/email Usage. The Whistleblowing policy was reviewed in 2016/17 following a whistleblowing complaint in 2015/16 which demonstrated a need to slightly amend certain aspects of the procedure. The revised draft policy goes to Audit Committee in July 2017. In 2016 there were no whistleblowing complaints.

Policies on Whistleblowing and Anti-Fraud and Corruption are promoted to staff and members. Relevant staff had training in 2016/17 on Fraud, Corruption and Money Laundering and training was also given to Members on fraud/corruption awareness.

Registers for the recording of financial and other interests and the receipt of gifts and hospitality are maintained for both officers and members.

- **Communications and engagement**

  **Communications**

  Communications are critical, which is why the Council Plan targets for 2017/18 include targets on increasing the reach of the Council’s communications channels and indeed why in 2016/17 a great deal of work was done to re-launch the website and to improve the ability to access information online. This work will continue in 2017/18 through further improvements in the website with additional “my account” functionality enabling residents to access the services that impact directly on them in one place and improve the ability to transact online.

  The Council has a strong internal communications group, comprising staff from across the authority at different levels, which meets monthly. This is focused on ensuring that there is a robust and effective approach to communications both internally and externally and that the Communications Plan is met.

  The Council’s vision and intended outcomes for residents and service users are communicated via the Council’s quarterly newspaper, the South Staffordshire Review and increasingly through Social Media as well as other methods.

  **Resident’s engagement**

  It is also extremely important to understand residents’ views on the Council’s achievement of its Council Plan priorities and other key issues. This is measured by the regular satisfaction surveys that are carried out using residents, these results are reported back to members through the Overview and Scrutiny Committee and form a critical part of the planning process for service improvement.

  The Council has a robust mechanism for consulting and communicating with members, residents, businesses and the voluntary and community sector called MyPlaceMySay. The cycle is reviewed annually.

  The consultation and the residents’ survey forms part of the locality data which comes from a range of different partners and sources and provides a clear picture of the district.
Staff engagement and development
Internally, staff are consulted regularly through a weekly communications note sent out to all staff on a Friday along with a weekly update on what was discussed at the Extended Leadership Team. The Chief Executive also produces a weekly note updating staff. Messages are also cascaded through the Assistant Directors and Team Leaders at team meetings.

The anonymous staff survey takes place on a 2 year cycle with the next survey scheduled for September 2017. The survey is reported on to all staff and to members (through the Overview and Scrutiny Committee).

Staff development
100% of eligible officers employed by the Council received an annual Performance Development Review in 2016 at which performance can be measured against set objectives. Training needs are also identified as part of this process and addressed via the Human Resources service and/or individual service as appropriate.

Significant budget provision is set aside annually to ensure that these training needs are met.

A significant commitment has also been made towards retaining good staff, by offering benefits such as career grades for professional officers and flexible working arrangements. This helps to ensure that valuable skills and experience are retained and passed on, rather than being lost.

As stated previously a workforce development strategy is being produced in 2017/18 to ensure that there is a One Team One Council approach to development and recruitment of staff.

Member engagement and development
The Council prioritises member engagement and development focusing on three key areas:

- Information - sharing information with members in a timely and effective way
- Engagement - Members have a clear focus of local priorities through the ongoing development of locality working and a number of mechanisms are in place to ensure engagement with officers
- Training - Members are kept up to date on key topical areas through regular training opportunities

Members receive a weekly communications note as well as a regular joint message from the Leader and Chief Executive and meetings with the Leader and Chief Executive split according to the 5 localities.

An induction programme is in place both for members and officers. For the new members who joined the Council in May 2015, the last full elections for the Council, a new induction and training programme was introduced. This programme was devised in partnership with existing members to ensure that it met the needs of the members. To supplement this more tailored training is provided to members and officers as appropriate. The training for members is co-ordinated by a panel of members known as the Member Engagement and Training Panel made up of the relevant cabinet member, the Chairmen of the committees/Council and the Chairmen of the Challenge Panels. This meets quarterly and regularly reviews and challenges the training provided for members.

4. Review of Effectiveness

South Staffordshire Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control.
The review of effectiveness is informed by the work of the Corporate Leadership Team and the Extended Leadership Team within the authority who have responsibility for the development and maintenance of the governance environment, the Audit Manager’s annual report and also by comments made by the external auditors and other review agencies and inspectorates.

The process that has been applied in maintaining and reviewing the system of governance includes the following elements:

Governance and Monitoring of the Constitution - The Council’s Monitoring Officer is responsible for governance and reviewing the Constitution on a regular basis in order to ensure that it continues to operate effectively – this has taken place on a number of occasions including the annual review which went to Annual Council on 9 May 2017.

All amendments (other than minor technical changes – such as the levels of the OJEU procurement regime) are subject to approval by the Council.

No significant issues have been identified.

Scrutiny and Challenge – Self-regulation is key to the Local Government performance management framework in England - ultimately the Council is responsible for its own performance. This takes place internally through the Corporate and Extended Leadership Team and through members. It is clear that there is regular and careful scrutiny of the Council’s performance against its targets. A key part of this is through the formal scrutiny process but also through the Challenge Panels. Overview & Scrutiny has provided a method for members to look at key areas including performance against the priorities set in the Council Plan and the E&I Plan. This has helped inform the approach taken by Cabinet, officers and wider partners.

As part of the challenge process an external peer review will take place though the LGA. The last peer review took place at the end of April 2014 the next one is scheduled for 2018.

No significant issues have been identified.

Audit Functions

External Audit - A critical part of this framework is the role of external audit providing advice and challenge where appropriate including supporting the training programme for members. External audit provide assurance on the financial statements and also provides a conclusion on the adequacy of arrangements at the Council to secure value for money, this is extremely useful and it is pleasing to note that there has been no qualification issue on the accounts in previous years. The Council has also received unqualified conclusions on its arrangements to secure value for money.

Financial Arrangements - The Corporate Director Resource confirms that the Council’s financial management arrangements conform with the governance requirements of the Chartered Institute of Public Finance and Accountancy’s Statement on the Role of the Chief Financial Officer in Local Government (2010).

Internal Audit – In 2016/17 the internal audit service carried out 32 reviews and of these:

9 were rated Substantial Assurance;
13 were rated Adequate Assurance;
5 were rated Limited Assurance;
5 were not rated as they were advisory.

The overall conclusion of the Audit Manager was that there was adequate assurance.
All of the High Level Audit recommendations from 2015/16 were implemented (or superseded) in 2016/17.

In terms of the limited assurance reports – two reports have already been presented to the Audit Committee with the final three being presented on the 27th June 2017. Immediate steps have been put in place to address the issues raised. The officers responsible have attended or are attending the Committee meeting to explain the response and will be reporting back to future Committee meetings on the steps taken. As stated above there is a robust process in place to ensure that high level recommendations are implemented and this will continue.

It was positive to note that in one of the key areas of risk for local authorities, namely licensing and Child Sexual Exploitation, that Internal Audit found there to be substantial assurance in place. This was reported to the Audit Committee in December 2016. The steps taken include a new Licensing Policy (with a number of measures to reduce the risk of CSE issues such as mandatory training of taxi/private hire drivers), training of Licensing and Regulatory Committee members on CSE and safeguarding issues and a strong co-ordinated approach across Staffordshire.

The Internal Audit Service carries out an annual self-assessment exercise against the UK Public Sector Internal Audit Standards and the Local Government Application Note. These standards promote improvement in the professionalism, quality, consistency and effectiveness of the Internal Audit Service. The results of the self-assessment for 2016/17 against current standards show that 91% of the standards are deemed to be fully in place. This is an improvement compared to the self-assessment made in 2015/16.

A detailed action plan has been produced for those areas assessed in 2016/17 as partially compliant. The work of internal audit is also considered by the External Auditors and is used to inform their audit plan and activities. Internal Audit Service has two performance targets which have been exceeded during the year.

We have been advised on the implications of the review of effectiveness of the governance framework by the Audit Committee and that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework.

The significant issues raised therefore are the need to address the high level recommendations from the internal audit reports.

Conduct - Standards – The improvements to the Standards and Resources Committee have proved positive in 2016/17 with significant work including the introduction of a planning protocol and a social media protocol as well as a review of the Code of Conduct.

This work will continue and will lead to the revision of the Code of Conduct in 2017/18.

The Monitoring Officer has no significant issues to raise.

No significant issues have been raised by the Standards and Resources Committee other than the need to revise the Code of Conduct.

5. Significant Governance Issues

The following governance issues were identified in the Annual Governance Statement 2016 as a result of the review of arrangements and by the work of internal and external audit:
"In 2016/17 the Council’s whistleblowing policy needs to be reviewed. This will take place during the year and it will then be brought to Audit Committee for its comments and then be adopted.

In 2016/17 the recommendations made by Internal Audit on risk management will be implemented, and implementation will be monitored by the Audit Committee and via a follow up internal audit report."

The whistleblowing policy has been reviewed and is in the process of consultation before it is brought to the July meeting for adoption.

In 2015/16 Internal Audit produced one “limited” report on matters it had considered, this concerned risk management. This report went to the Audit Committee meeting of 28th June 2016. The report found a number of areas where improvements were required. A large amount of work took place in 2016/17 and a follow up report took place in 2016/17, and went to the December Audit Committee, which found adequate assurance. Further work is being carried out to continue the improvements in risk management these include: A refreshed Risk Management Strategy, a new Risk Management Computer System and further training programmes.

The aspects identified for improvement in Governance terms in 2017/18 relate to:

Updating the Code of Conduct to ensure that there is greater clarity on what is and what is not acceptable behaviour by elected members - this follows a detailed report on the options for revising the Code of Conduct to the Standards and Resources Committee in March 2017

ensuring that the high level recommendations made in 2016/17 are implemented regarding the internal audit reports taken to Audit Committee.

Signed

Chief Executive

Leader of the Council

Date: 30th June 2017

Date: 30th June 2017