



Haringey Council

Agenda item:

Corporate Committee

On 20 June 2011

Report Title: Draft Annual Governance Statement 2010/11

Report authorised by: Director of Corporate Resources *J. Paver 10/6/11.*

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Wards(s) affected: All

Report for: Non-key decision

1. Purpose of the report

1.1 To inform the Corporate Committee of the requirements of the statutory Annual Governance Statement (AGS) and provide a draft statement relating to 2010/11 for review and approval.

2. State link(s) with Council Plan Priorities and actions and/or other Strategies:

2.1 Audit and Risk Management contribute to the Council priority to deliver excellent, customer focused, cost effective services. Part of this is completed by providing assurance to managers and the Corporate Committee on governance and control issues in key risk areas as part of the annual audit plan and making recommendations for improvement where appropriate.

3. Recommendations

3.1 That the Corporate Committee review and approve the draft AGS for 2010/11.

3.2 That the Corporate Committee note the approval timescale and processes for the draft AGS.

4. Reason for recommendation(s)

4.1 The Corporate Committee is responsible for approving the Council's draft AGS as part of its Terms of Reference. In order to facilitate this, and provide information on its sources of assurance from across the Council, reports have been provided on a regular basis for review and consideration by the Audit Committee throughout the

financial year, culminating in the production of the AGS.

5. Other options considered

5.1 Not applicable

6. Summary

6.1 The production and publication of an AGS is a statutory requirement as part of the 2006 Accounts and Audit Regulations. The process to gather evidence and produce the AGS is contained within internal audit's remit and the review and approval of the draft AGS rests, at Member level, with the Corporate Committee.

6.2 This report provides the draft 2010/11 AGS for review. Information from internal audit, other sources of assurance from across the Council and from individual Directors and Assistant Chief Executives have been used to produce the draft AGS.

7. Head of Legal Services Comments

7.1 The Acting Head of Legal Services has been consulted in the preparation of this report, and advises that in noting that the Annual Governance Statement is based on an industry best practice pro forma, and that the Council has adopted a local Code of Corporate Governance which is also based on industry best practice, there are no direct legal implications arising out of this report.

8. Chief Financial Officer Comments

8.1 The Chief Financial Officer notes that there are no direct financial implications arising from this report that can not be met from within existing resources.

8.2 The Chief Financial Officer confirms that the presentation of the attached AGS for approval by this Committee meets the Council's statutory requirement under the 2006 Accounts and Audit Regulations.

9. Head of Procurement Comments

9.1 Not applicable

10. Equalities and Community Cohesion Comments

10.1 This report deals with governance arrangements and their implementation are managed across all areas of the council, which have an impact on various parts of the community. Improvements in managing governance and controls will therefore improve services the Council provides to all sections of the community.

11. Consultation

11.1 No external consultation was required or undertaken in the production of this report. Consultation is undertaken with respective service managers, Assistant Directors, Directors and Assistant Chief Executives in the production of the annual self assessment and assurance statements. Their comments and conclusions are included in the draft AGS which is reviewed and approved in accordance with the agreed Corporate Committee terms of reference.

12. Service Financial Comments

12.1 There are no direct financial implications arising from this report. The work within internal audit to support the production of the AGS is contained and managed within the Audit and Risk Management revenue budget. Service departments manage risks and governance arrangements as part of the routine work to achieve their business plans and costs are contained within their revenue budgets.

13. Use of appendices

13.1 Appendix A – Draft Annual Governance Statement

14. Local Government (Access to Information) Act 1985

14.1 For access to the background papers or any further information please contact Anne Woods on 0208 489 5973.

15. Background

15.1 Since 2007/08, the Council has been required to produce an Annual Governance Statement (AGS) for publication with the council's annual accounts. The AGS comments on the Council's governance framework as a whole. Corporate governance brings together an underlying set of legislative requirements, governance principles and management processes.

15.2 The preparation of an AGS is a statutory requirement of the Accounts and Audit (amendment) (England) Regulations 2006. These regulations require local authorities to produce an annual statement, in accordance with 'proper practice'.

15.3 A pro forma AGS has been devised by the Chartered Institute of Public Finance and Accountancy (CIPFA) for use by local authorities. The pro forma provides the key headings that should be included in the AGS, along with indications of what might be covered. It does not, however, provide standard wording for the sections dealing with the governance framework and the review of its effectiveness. This will be dependent on the risks identified within each individual authority.

15.4 The Council's external auditors, Grant Thornton, will review the AGS as part of their annual audit and inspection processes.

16. Analysis

16.1 In order to comply with the statutory reporting deadlines, the AGS for 2010/11 has to be approved prior to 30 June 2011. The Leader and Chief Executive will need to obtain sufficient assurance that responsibilities have been adopted at a corporate level and adequate processes exist and are effective before they sign the AGS.

16.2 Prior to its final approval, the Council needs to demonstrate that the AGS has been reviewed and agreed by relevant senior managers across the authority and an appropriate member body. Chief Officers have reviewed an initial draft statement and a copy of this is provided at Appendix A. This has been produced in line with the guidance issued by CIPFA.

16.3 It is acknowledged that the draft AGS is presented for review prior to the statutory external audit of the accounts. Initial discussions with the Council's external auditors, Grant Thornton, have not identified any further issues that they would expect to be included in the draft AGS at this stage. However, any significant governance or internal control issues which arise as a result of the final accounts audit can be included in the AGS and re-submitted for officer and member consideration and approval before the closure of the statutory audit period on 30th September 2011.

16.4 Corporate governance is an important element of the external assessment processes. The annual accounts, including the AGS, are subject to audit by the council's external auditors. While the whole of the financial statements may not be qualified, an incorrect or inaccurate AGS may be raised as a recommendation by the external auditors.

Annual Governance Statement 2010/11**1. Scope of responsibility**

- 1.1 Haringey 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. Haringey 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.
- 1.2 In discharging this, Haringey is also responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.
- 1.3 The authority has approved and adopted a Local Code of Corporate Governance which is consistent with the principles of the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government'. Haringey Council's local code of corporate governance is published on the Council's website and a copy can be obtained from the Council's Monitoring Officer. This statement explains how Haringey has complied with the code and also meets the requirements of regulation 4(2) of the Accounts and Audit Regulations 2003 as amended by the Accounts and Audit (Amendment) (England) Regulations 2006 in relation to the publication of a statement on internal control.

2. The purpose of the governance framework

- 2.1 The governance framework comprises the systems and processes, and culture and values, by which the authority is directed and controlled and its 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.
- 2.2 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; it can provide a reasonable assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise risks to the achievement of Haringey'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.
- 2.3 The governance framework has been in place at Haringey for the year ended 31st March 2011 and up to the date of the approval of the annual report and accounts.

3. The governance framework

3.1 The key elements of the systems and processes that comprise the authority's governance arrangements are:

a) Identifying and communicating the authority's vision of its purpose and intended outcomes for citizens and service users

Haringey has well established and documented aims and objectives in order to improve the quality of life for people living and working within the borough and ensure that high quality services are delivered efficiently and effectively. The Council, together with its partners, has developed the Sustainable Community Strategy 2007-2016 which sets out a joint vision and objectives. The Sustainable Community Strategy was developed after extensive consultation with residents and stakeholders through the '*Have your say Haringey – shape the future*' campaign. The Community Strategy is published and is also available on the council's website and a summary of the strategy has been translated into ten languages.

The Council Plan is linked to the Community Strategy and sets out the priorities of the Council and how these will be achieved. The Council Plan for 2011–2012 is published on the Council's website and is monitored and reported using the corporate performance framework. The Council Plan is updated on an annual basis and the Council's objectives are informed by what residents and service users say and their views are captured in our annual residents' survey.

b) Reviewing the authority's vision and its implications for the authority's governance arrangements

During 2010/11 the Council has transformed its approach to delivering services, adapting them to meet the changing needs of residents, targeted to those who need them most. In tackling the dramatic budget reductions the Council has responded to the challenge by adopting the vision 'one borough one future: reducing inequalities – working for a better society'. The vision is to be delivered by five outcomes: thriving, healthier, safer, sustainable, empowered and is underpinned by a set of principles (Rethinking Haringey January 2011). All the Council's business and financial planning documents reflect its vision and objectives. Delivery of these is through an integrated annual business and financial process, which are subject to full consultation and review by the Council's Overview and Scrutiny Committee, formal adoption by the Cabinet and approval by the Council.

Progress against the business plans is reviewed mid-year as part of the Council's formal pre-business plan review process. The Council's Medium Term Financial Strategy (MTFS) 2010-2013 sets out the three year budget for the Council and contains plans for achieving the required budget reductions resulting from the funding shortfall in this year's financial settlement for

Haringey. The MTFS is reviewed and updated on an annual basis to provide a rolling three year planning period.

- c) Measuring the quality of services for users, for ensuring they are delivered in accordance with the authority's objectives and for ensuring that they represent the best use of resources**

In facing up to the current financial challenges Haringey Council continues to strive for the improved well-being of local people. To achieve this we are targeting the use of resources and exploring ways of delivering better services for less money within a framework of delivering value for money and efficiency across all services. The Council is transforming service delivery and making changes quickly, whilst ensuring that its resources achieve the best outcomes. A new outcomes based performance management framework has been agreed (February 2011) which sets out how the Council will move from a top down approach, focusing on inputs and outputs, to an outcomes focused performance, based on the vision for the Council and the delivery of priorities. Outcome indicators will show when the Council's policies and activities are having the expected impact. Haringey has a comprehensive business planning system, and a robust performance management system. Performance measurement is undertaken at various levels and is subject to review both internally by managers and members and independently by the Council's external auditors.

The Cabinet receive regular reports highlighting key financial and performance management information and allows them to effectively monitor compliance with all key policies and Council objectives. Cabinet agendas, reports and minutes are available on the Council's website. An independent survey of a representative sample of residents and service users is completed on an annual basis and reported to senior officers and members to ensure appropriate action can be taken in specific areas.

- d) Defining and documenting the roles and responsibilities of the executive, non-executive, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication.**

The Council's Constitution sets out the policy and decision making framework of the authority and is held in hard copy and on the council's intranet and external website. The roles and responsibilities of the whole Council, the Cabinet, other committees, all councillors including Cabinet Members, and officers is clearly documented, and it also contains protocols governing the relationships between members and officers and job descriptions of the Council's Statutory Officers (Head of Paid Service, Monitoring Officer and Section 151 Officer). The roles and functions of all councillors in relation to governance issues are clearly documented, including their responsibilities for ward duties and the governance of the Council.

The Constitution is reviewed on an ongoing basis and updated to reflect functional and organisational changes to the Council. The Council's scheme

of delegation is contained within the Constitution and is reviewed and communicated on a regular basis to all appropriate officers and members. The Council at its meeting on 23 May 2011 approved significant changes to the Constitution following an intensive Governance Review carried out by an external body on behalf of the Council. A delivery group of Members was set up to consider constitutional changes required following this review. The Constitutional Review Working Group was also consulted on these proposed changes. The number of Committees was rationalised and the existing nine Non-Executive Committees were reduced to five. In general terms the previous General Purposes Committee, Remuneration Committee, Audit Committee and Pensions Committee are combined into a single Corporate Committee. The Licensing and Planning Committees, together with some “non-executive” licensing functions taken from the General Purposes Committee and Miscellaneous Functions Sub-Committee, are combined into a single Regulatory Committee. The new Regulatory Committee is to operate as both the statutory Licensing Committee and as a general non-statutory Regulatory Committee. Two Licensing sub-committees and a Planning sub-committee have been established under the Regulatory Committee. Other changes included the removal of Area Assemblies and its replacement with Area Committees which have some decision making powers. Informal Area Forums will come at the start of each Area Committee. The Council’s website also has an ‘Our Standards’ page which sets out the expectations and standards required of both officers and members.

e) Developing, communicating and embedding codes of conduct, defining the standards of behaviour for members and staff

Haringey has well established codes of conduct for officers and members, which are regularly reviewed and subject to approval by members. The Council requires all members to formally acknowledge receipt of their code of conduct on an annual basis. Members are provided with regular briefings on the code of conduct as part of the established induction and training programme. The Council’s Member Learning and Development Strategy also incorporates specific sections relating to corporate governance issues.

The Council’s officer code of conduct has been reviewed and updated on a regular basis and is published on the Council’s intranet site. All new members of staff receive training, including the code of conduct, as part of their induction processes. Regular articles are included in corporate and staff newsletters outlining expected standards of behaviour in specific areas.

f) Reviewing and updating standing orders, standing financial instructions, a scheme of delegation and supporting procedure notes/manuals, which clearly define how decisions are taken and the processes and controls required to manage risks

The Constitution Working Group is an established member group which meets on a regular basis to monitor, review and update the Council’s Constitution and associated governance arrangements, based on a rolling work programme and taking into account any new legislative and statutory

requirements. The Council's Statutory Officers meet on a regular basis and review key areas of governance. The Council's corporate risk management steering group meet on a quarterly basis, chaired by a member of the Chief Executive's Management Board, and is comprised of senior officer representatives from each directorate. In addition to ensuring that the Council complies with the risk management strategy, the steering group takes responsibility for managing the Council's response to specific incidents and events.

Haringey has a corporate Risk Management Strategy which is reviewed and updated on an annual basis and, through a variety of processes and procedures, ensures that risk management is embedded across the organisation and its activities, including being an integral part of the business planning process. The Council has a corporate risk register and all departments and business units have risk registers in place. The corporate risk register is reviewed on a regular basis by the Chief Executive's Management Board and the Audit Committee and updated as a result of feedback received. Regular reports are provided to both the Chief Executive's Management Board and the Audit Committee detailing progress in embedding risk management throughout the Council.

- g) Ensuring the authority's financial management arrangements conform with the governance requirements of the CIPFA Statement on The Role of the Chief Financial Officer in Local Government (2010)**

In 2009/10, CIPFA produced a statement on the role of the Chief Financial Officer (CFO) in local government. The Council's CFO is a member of the Chief Executive's Management Board, as required by the CIPFA statement, and fulfils all the requirements of the statement in ensuring that appropriate financial, management, reporting, monitoring and governance arrangements are in place.

- h) Undertaking the core functions of an audit committee, as identified in CIPFA's 'Audit Committees – Practical Guidance for Local Authorities'**

Using CIPFA and the Institute of Public Finance guidance, the Council's Audit Committee has been assessed as meeting all good practice requirements. The Audit Committee received a report on the outcome of the assessment undertaken in 2010/11. The Audit Committee receives reports from internal and external audit and reviews risk management and governance arrangements. These functions are now with the newly formed Corporate Committee.

- i) Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful**

The Council's Constitution contains the Financial and Contract Procedure Rules, which specify the governance framework for all its operational functions. Officer Employment Rules and a Monitoring Officer Protocol are

also contained within the Constitution. The Constitution also includes the roles of key compliance officers, including the Council's Monitoring Officer and Section 151 Officer, as well as specific functional responsibilities for the Cabinet, committees, other bodies and officers. Regular internal and external audit reviews check compliance with Financial and Contract Procedure Rules across the Council.

Financial management is based on a framework of regular management information and review to inform managers and members of the current budget position. Key elements of the financial management system include integrated budgeting and medium term financial planning systems, regular budget monitoring reports to the Cabinet, systematic review of all key financial control processes, monitoring of key financial and other targets, and formal project management processes.

During 2010/11, the Court of Appeal handed down a judgement against the Council in respect of the Wards Corner re-development site. The Council's consultation processes were adjudged not to have complied with relevant equality regulations. Following this decision, the Council improved its monitoring arrangements in relation to equality legislation, including the new Equality Act 2010, in order to ensure full compliance with all relevant laws and regulations.

j) Whistle-blowing and for receiving and investigating complaints from the public

Haringey has a well-established and publicised anti-fraud and corruption policy and strategy, including a fraud response plan and Whistle-blowing policy which complies with relevant legislation and is monitored and managed by Internal Audit. The Council also has a free-phone telephone number and email reporting facilities which are contained on the external website. These are monitored and managed by Internal Audit and all referrals are subject to review and investigation where sufficient details are provided. The Audit Committee receives quarterly reports on the use and outcomes of the confidential reporting and Whistle-blowing facilities. Fraud and corruption policies and procedures are contained within the Employee Handbook, the council's intranet and website and regular staff newsletter items are published which explain how and where to report suspected fraud.

The Council also has a corporate complaints policy, and agreed procedures, which are subject to regular review and updates. The Council's policy and procedures are compliant with all relevant statutory requirements and are publicised on the Council's external website and at various public sites across the borough. Reports are provided to members on a regular basis, summarising the numbers and types of complaints, together with the outcome and resolution of these.

- k) Identifying the development needs of members and senior officers in relation to their strategic roles, supported by appropriate training**

Haringey Council has implemented a Member Learning and Development Strategy. The Council was the first in London to achieve a Member Development Charter which recognises the work carried out by the Council to provide members with the support, skills and training needed to develop and manage council services and budgets effectively.

All permanent staff within the Council receive an annual performance review and appraisal, which is linked to the Council's management standards and competency framework, and results in individual work targets and development plans. Every year, the Council provides a programme of learning events for managers and staff based on the council's vision and values, aims and objectives, and key service delivery requirements, as well as a series of senior manager seminars.

- l) Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation.**

The Council publishes a resident's magazine, Haringey People, ten times per year containing information on council activities. Hard copies are delivered to all residential addresses and the magazine is also available via the Council's intranet and external website. Once a year this includes a summarised annual report and set of financial statements.

The Council has carried out a Governance Review to ensure that its arrangements are as efficient as possible and to allow decisions to be made in an effective and transparent way. The Neighbourhood Management service and the Area Assembly meetings have ceased and are being replaced by local Area Committees and Forums. These will have specific responsibilities and consultative powers and will be a vital part of local democratic engagement under the new arrangements.

The Council joined with local public agencies, community groups and businesses to create the Haringey Strategic Partnership (HSP) in April 2002. The shared vision for the future of Haringey and the HSP priorities are set out in the Sustainable Community Strategy which is published and available on the Council's website. All agendas and minutes from HSP Board and Theme Board meetings are also publicly available and are accessible via the Council's website.

- m) Incorporating good governance arrangements in respect of partnerships and other group working as identified by the Audit Commission's report on the governance of partnerships, and reflecting these in the authority's overall governance arrangements.**

The Council has implemented a governance framework for its significant partnerships, based on the Audit Commission's definition, in 2009/10 which

specifies the minimum governance requirements each partnership must have and how the Council monitors and reviews its involvement with each partnership.

The Council has been working with Alexandra Palace and Park (APP) to ensure that corporate governance arrangements and internal controls were adequate and this was continued during 2010/11. APP's independently appointed internal auditors confirmed the implementation of the Council's internal audit recommendations as part of their annual audit plan in 2010/11 and this was reported to the Audit Committee.

4. Review of effectiveness

- 4.1 Haringey 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 statements of assurance and annual governance self assessments by each director and assistant chief executive, who have responsibility for the development and maintenance of the governance environment; the Head of Audit and Risk Management's annual report, and also by comments made by the Council's external auditors and other review agencies and inspectorates.
- 4.2 The Audit Committee approves the annual internal audit plan, receives quarterly reports on internal audit work completed, reviews the corporate risk management strategy and risk register and, during 2010/11, has also reviewed reports from external assessments and actions taken by management to address any recommendations made. The Chair of the Audit Committee also reports annually to full Council on the activity of the Committee during the year. The Audit Committee functions are now subsumed into the newly formed Corporate Committee.
- 4.3 Children's safeguarding services in Haringey have received positive feedback from inspectors, as part of a comprehensive assessment of all services provided for local children by the Council. The annual assessment of Haringey's children's services by OFSTED highlighted 'good progress' in child protection following both unannounced and announced inspections in the last six months. Overall, inspectors found the majority of services for children 'good or better'. OFSTED judged services for children overall to be adequate and the capacity for improvement in both safeguarding and looked after children's services to be good.
- 4.4 The Council's Risk Management Strategy, which draws together the various elements of risk management, including risk registers, health and safety, business continuity and emergency planning and project management, is reviewed on an annual basis. The key elements of the strategy are monitored by the Audit Committee on the basis of reports received; and by officers as part of the Risk and Emergency Planning Steering Group's terms of reference.

- 4.5 Directors have submitted a statement of assurance covering 2010/11 which is informed by work carried out by departmental managers, internal audit, external assessments and risk management processes. The statements provide assurance that any significant control issues that have been brought to their attention have been dealt with appropriately. Key governance issues which have been identified and which remain outstanding have been incorporated into the action plan attached to this statement.
- 4.6 The Cabinet undertakes regular monthly reviews of financial and service performance, based on a range of key performance indicators and financial and budget management information. The Leader and Cabinet also review the delegated decisions and significant actions undertaken by council officers, or urgent actions taken in consultation with Cabinet members, to ensure they comply with the scheme of delegation. Minutes of sub-bodies are also reviewed by Cabinet, including procurement decisions and actions. During 2010/11, the Council has responded to the shortfall in central government's financial settlement by starting to re-shape its services through the 'Re-thinking Haringey' programme and will continue to implement these proposals during 2011/12. This is a challenging process in order to achieve a balanced budget whilst continuing to deliver key services to the borough's residents. The Council will need to ensure that its financial and information management processes are robust and effective in order to mitigate the associated risks with reduced levels of funding and staff.
- 4.7 The Council's Standards Committee is chaired by an independent person and receives reports from the Monitoring Officer on the referrals received from the Standards Board for England. In addition, complaints alleging breaches of the Members' Code of Conduct are made directly to the Assessment Sub Committee of the Council's Standards Committee. There are also Review Sub Committees to reconsider rejected complaints and Hearing Sub Committees to undertake formal hearings involving the relevant parties in order to determine complaints locally. The Council's new governance arrangements will be operational from 2011/12.
- 4.8 The CIPFA statement on the role of the Chief Financial Officer has been incorporated into the Council's overall governance arrangements. During 2010/11, the CFO fulfilled all the requirements set out within the CIPFA statement. No gaps in compliance were identified.
- 4.9 The Head of Audit and Risk Management provided an Annual Audit Report and opinion for 2010/11, which concluded that in most areas across the Council there are sound internal financial control systems and corporate governance arrangements in place and that risk management arrangements are satisfactory and compliant with best practice. The Council's key financial systems received a 'substantial' assurance rating in 2010/11. Four audits, out of a total of 50 system reviews completed during 2010/11, received a 'limited' assurance rating and the follow up programme concluded that all high priority recommendations had been appropriately addressed, or were in the process of being implemented.

4.10 The Leader of the Council and the Chief Executive have been advised of the implications of the result of the review of the effectiveness of the governance framework by the Audit Committee, and a plan to implement enhancements and ensure continuous improvement of the system is in place.

5. Significant governance issues

5.1 In 2009/10, a number of actions were reported in the AGS to deal with outstanding governance issues. Some of these have been incorporated into the body of the AGS as actions have been completed. The summary below highlights what the Council has done to address those issues for which work has been ongoing during 2010/11:

- Implementation of the Safeguarding (previously the Joint Area Review) action plan continued throughout 2010/11, with reports to officers and members detailing progress against agreed timescales; and
- The Housing Improvement Board has been monitoring implementation of the recommendations made by the Audit Commission review.

5.2 The Council proposes over the coming year to take steps to further improve governance arrangements in key areas and these are set out in the action plan below. The action plan will be monitored during the year to ensure all issues are appropriately addressed.

Issue	Action	Responsibility	Due date
Defining and documenting the roles and responsibilities of the executive, non-executive, scrutiny and officer functions	Ensure that the new Council governance arrangements are fully implemented and embedded during 2011/12, with appropriate review mechanisms in place to ensure that risks and relevant regulations are appropriately managed and addressed.		
Financial and information management arrangements	Ensure that the Council's processes to ensure robust financial and information management are embedded across all departments.		

Councillor Claire Kober
Leader of the Council

Kevin Crompton
Chief Executive