

1. Introduction

Throughout 2022/23 Members and staff working for London Borough of Harrow strived to achieve the Council's vision, priorities and outcomes, initially as outlined in the Harrow Borough Plan 2030 and then through the new vision and priorities which culminated in the Council's new Corporate Plan agreed in February 2023. Arrangements are in place to ensure that the intended positive outcomes for residents are achieved. To ensure good governance these arrangements are agreed and documented and together form the authority's governance structure.

2. Responsibility

Elected Members are collectively responsible for the governance of the Council. The full Council's responsibilities include:

- agreeing the Council's constitution, comprising the key governance documents including the executive arrangements and making major changes to reflect best practice
- agreeing the policy framework including key strategies and agreeing the budget appointing the chief officers
- appointing committees responsible for overview and scrutiny functions, audit and regulatory matters and also for appointing Members to them.

Under the *Local Government Act 2000* London Borough of Harrow has adopted a leader and cabinet model and has established an overview and scrutiny function for Members outside the cabinet through which they can question and challenge policy and the performance of the executive and promote public debate.

The authority's governance structure is comprised of a number of key documents that aim to ensure that resources are directed in accordance with agreed policy and according to priorities as set out in the Harrow Borough Plan 2030 and the Corporate Plan, that there is sound and inclusive decision making and that there is clear accountability for the use of resources in order to achieve the desired outcomes for Harrow service users and local communities.

A new Administration was elected in May 2022 and following a review of the Council's priorities a new Corporate Plan was agreed by Council in February 2023.

3. Effectiveness of Key Elements of the Governance Framework

Since 2005/06 the Council has undertaken an annual review of its governance arrangements to ensure the delivery of good governance in accordance with the requirements of the Accounts and Audit Regulations 2015 and in accordance with *Delivering Good Governance in Local Government: Framework 2016* published by the Chartered Institute of Public Finance & Accountancy (CIPFA) and the Society of Local Authority Chief Executives and Senior Managers (Solace). In the early years this approach helped us to identify a number of significant governance gaps, however in more recent years the majority of significant gaps have been identified by Internal Audit work and/or senior management input, with the framework only helping to identify minor governance gaps, many of which are ongoing. Essentially the framework provides a very granular approach to the review of governance and is useful in confirming that the basic building blocks of governance are in place.

The 2022/23 annual review process reviewed the basic building blocks of governance via a Council-wide evidence based self-assessment against the CIPFA Framework along with a Management Assurance exercise to obtain assurance on key elements from senior managers within Directorates.

The effectiveness of key elements during 2022/23 is covered below:

3.1 Behaviour of Members and Staff

Codes of Conduct that define standards of behaviour for Members and staff have been developed and are included in the Council's Constitution. The Council's Constitution and Code of Conduct has been reviewed and updated by the Monitoring Officer. Mechanisms are in place to deal with Member and staff transgressions from these codes and policies are also in place for dealing with whistleblowing and conflicts of interest. The Council values are incorporated into the staff induction programme as well as the performance appraisal process. Through the Big Conversation in February/March 2023 (an engagement programme aimed at developing a new Workforce Strategy in the Council), it was suggested that the Council values should be reviewed over the next year.

During 2022/23 each of the directorates maintained an electronic Register of Interests for staff. There are plans in place to improve the Register of Interest / Gifts & Hospitality declaration process. This will include keeping a central record. Communications and awareness training to remind officers of the process has started. Training has also taken place with managers about the importance of staff registering interests and declaring any outside work paid or unpaid. Web forms have been devised and a central register will be kept. The code of conduct for officers is in the process of being updated.

Inductions were put on hold at the start of 2022/23 following the departure of the Chief Executive. They were restarted in the second half of 2022/23 when a decision was made to combine the staff and manager inductions.

The Corporate Induction covered:

- Welcome from Leader and Managing Director (Head of Paid Service) (their expectations from staff)
- Vision and priorities
- Values and Behaviours for both Staff and Managers
- Organisation structure
- Equalities and Diversity
- Completion of Mandatory training (for staff who do not have IT access)

New Employee Appraisal and Development Forms, processes and guidance were introduced at the beginning of 2023. All management grade officers were tasked with completing appraisals. The overall completion rate at the end of the 2022/23 financial year was 90%.

3.2 Compliance with Laws and Regulations

Responsibility to comply with relevant laws and regulations and internal policies and procedures rests with the Council's managers some of whom have specific statutory obligations e.g. the Head of Paid Service, Director of Children's Services, Director of Adult Social Services, the Chief Finance Officer (Section 151 Officer), the Monitoring

Officer and the Director of Public Health which are outlined in Article 12 of the Council's constitution. The Statutory Monitoring Officer functions to report on likely contravention of any enactment or rule of law and the Chief Finance Officer (CFO) is responsible for identifying any proposal, decision or course of action that will involve incurring unlawful expenditure.

No reports on likely contraventions of any enactment or rule of law were made by the Monitoring Officer during 2022/23 and the CFO's clearance of Cabinet decision reports ensured that any proposals, decisions or courses of action that potentially involved incurring unlawful expenditure were identified.

3.3 Acting in the Public Interest

During 2022/23 the Council can demonstrate a commitment to openness and acting in the public interest. This has been achieved via the implementation of a governance structure which includes codes of conduct, a Standards Committee (GARMS), registers of interests, gifts and hospitality, a whistleblowing policy, a corporate complaints process, a Corporate Anti-fraud & Corruption Strategy, Financial Regulations and Contract Procedure Rules and a Scrutiny Function.

- In May 2022 the Constitution was reviewed and updated apart from Part 5, Rules and Protocols.
- Further minor updates were undertaken in November and December 2022
- The Rules and Protocols are currently being reviewed and are scheduled to be presented to the Council in November 2023 and February 2024.

All versions can be found on the Council's website.

There were 1,628 complaints received in 2022/23. The most frequent services to receive complaints were Waste/Recycling and Housing. There were 95 complaints sent to the Local Government & Social Care Ombudsman although they only felt the need to investigate 23 of which they upheld 77% (17) in the resident's favour. Once advised by the LGSCO, the Council complied with their advice in all cases.

3.4 Communication and Consultation

The Communications Team are responsible for communicating the actions of the Council through a number of channels, including press releases and media management, marketing campaigns and brand management, internal communications, London Borough of Harrow publications and social media.

Details of consultations can be found on the Council website through a newly launched consultation portal 'TalkHarrow'. During 2022/23, 26 consultations with residents were undertaken covering a range of topics including the Council budget for 2023/24, various parking schemes, tennis courts, licensing, tall buildings and discretionary freedom passes.

3.5 The Corporate Plan

A new Corporate Plan was developed during 2022/23 to reflect the vision and priorities of the new administration of the Council following the local elections in May 2022. The Plan was approved by Council in February 2023.

The Council vision is: Restoring Pride in Harrow.

The three Council priorities are:

- A council that puts residents first
- A borough that is clean and safe
- A place where those in need are supported.

3.6 Putting the Vision into Practice

The Corporate Plan provides a three-year overview strategy providing a clear vision and comprehensive delivery plan for how the Council will deliver the agreed vision and priorities, how each priority will be measured, and progress monitored. A set of Flagship Actions – a set of specific measurable priority actions for the year ahead – have been agreed which will be refreshed each year.

3.7 Decision-making

The Council's decision-making framework, including delegation arrangements, is outlined in the Constitution. Report templates are in use to ensure appropriate information is provided to decision makers including options considered, why a change is needed, implications of recommendations as well as risk management, legal, finance, and equalities implications. Decision reports are cleared by, or on behalf of, the Council's Monitoring Officer (legal), the Chief Financial Officer, the Head of Procurement, the Head of Internal Audit (for risk management implications) and also by the relevant Corporate Director before they are presented to the decision makers (Council, Cabinet, Committees).

A process for recording Officer Decisions forms part of the Constitution this is in the process of being 'rolled out' across the Council.

3.8 Measuring Performance and External Assurance

Corporate performance reporting was reintroduced in 2022-23 having been on hold during the pandemic. The reintroduction of the corporate performance framework coincided with a change in administration and was carried out in parallel with the development of a new Corporate Plan, arranged by Priorities and including Flagship Actions. A corporate scorecard was developed to track the implementation of the plan, which was formally adopted at Council in February 2023. The Corporate Scorecard, like the plan, covers the period 2023-26, and was approved at Cabinet in June 2023. While the Corporate Plan and Scorecard were being developed, Performance Boards were reintroduced starting at Q4 2021-22 (they met in the summer of 2022) and they have been held quarterly since. The Performance Boards are at Directorate level, chaired by the Leader of the Council and attended by Portfolio Holders and senior officers. They cover performance, finance, workforce, risk, customer and complaints and consider a summary of progress and challenges from the respective Corporate Director. Service level scorecards are presented and scrutinised, resulting in recorded and tracked actions. The service level scorecards contain all of the indicators that are included in the Corporate Scorecard. From Q1 2023-24, progress against the Corporate Scorecard will also be reported up to Cabinet quarterly.

Performance monitoring had continued at service level e.g. social care, education, housing, environment, throughout the pandemic to ensure that service standards and quality were maintained, and there was no change to this in 2022-23. Significant improvement was, however, made during 2022-23 in tracking performance in corporate areas such as Workforce, Customer Services, IT and Procurement.

There is an emphasis in resident and customer-facing data and the resident survey has been reintroduced, alongside service user surveys in key areas such as Housing and Adult Social Care. Improvements to performance monitoring during 2022-23 have also included identifying in-year indicators and targets to improve monitoring where we had previously had only annual data and targets. Benchmarking against regional and statistical neighbours has been updated and has influenced target setting. New local indicators have been developed for a more targeted approach in critical service areas e.g. repeat missed bins, percentage of social care providers rated good or above.

Capital and revenue financial performance were reported at a minimum quarterly to the Corporate Strategic Board, Cabinet and all Members throughout the pandemic. During 2022/23 performance was reported monthly to CLT and Cabinet with the Treasury Management mid-year Review 2022/23 being reported to Cabinet in December 2022 and the Annual Report and Outturn 2022/23 due to be reported to Cabinet in July 2023.

The 2022/23 Management Assurance exercise has confirmed that performance continued to be monitored by Directorates for approximately 70% of services with reports made both externally where appropriate and internally to Directorate Management and Portfolio Holders.

In terms of external assurance reviews undertaken during 2022/23 these included a peer review with an action plan in place; the annual review of Legal Services by LEXCEL confirming compliance; Payment Card Industry Data Security compliance; an OFSTED Joint Targeted Area Inspection for Children's Services and a BSI inspection of Building Control.

3.9 External Audit

During 2022/23 the authority provided timely support, information and responses to the Council's external auditors, Mazars. The timeline for the publication of the final 2021/22 accounts was 30 November 2022. This suggested timeline was not met as the external auditors did not complete their audit and sign-off the accounts. These accounts were eventually signed off and published on the Council's website on 29 November 2023. This delay affected the publication of the 2022/23 accounts, which could not be published until the 2021/22 accounts were finalised. The draft 2022/23 accounts were published on 23 January 2024. The audit of the 2022/23 draft accounts commenced in February with an anticipated completion date of September 2024.

3.10 Roles and Responsibilities

The roles and responsibilities of Members, the most senior managers and statutory officers have been defined and documented in the constitution. The roles and responsibilities of other managers and staff are defined and documented in Role Profiles attached to each post.

3.11 Capacity & Capability

Throughout 2021/22 there was a lack of strategic leadership capacity caused by the significant demands on the senior leadership team and a heavy reliance on interims in senior posts that continued throughout 2022/23. A new Chief Executive was appointed in September 2022 following the departure of the previous encumbrant in June 2022.

The Corporate Director of People acted as Interim Chief Executive and as Head of Paid Service from June until September 2022 at which point he left the Council and was replaced by a new Corporate Director People. The new Chief Executive has since resigned, leaving the Council at the end of May 2023, he was replaced by the interim Director of Corporate Resources and Transformation who has been appointed internally to the post of Head of Paid Service (Managing Director), with effect from 1 June 2023 for an initial six months to November 2023 with an option to extend for a further three years (which has since been agreed by Council on 30 November 2023).

3.12 Financial Management

The Council's financial management arrangements during 2022/23 conformed with the governance requirements of the *CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2015)*. The Council's net revenue budget in 2022/23 was £183.3m. The outturn position for 2022/23 is an overspend of £5.842m which has been funded from the Budget Planning Reserve. At the start of the financial year there was a planned draw down from reserves of £14.711m built in to support the 2022-23 budget. The final overspend of £5.842m means that the balance of £8.869m (£14.711m less £5.842m overspend) is not required to be drawn down from reserves in 2022-23, and will remain on the balance sheet and support the Council's financial sustainability moving forwards.

The Council maintained its General Fund Balances at £10m in 2022/23. This maintains the Council's capacity to manage risks arising in future years from continuing demographic pressures, the economy, welfare reforms and further changes to Central Government funding. Council reserves, excluding General Fund balances, are £54m of which £42.3m are earmarked, £14.7m are non-earmarked and there is a negative balance of £2.6m against the High Needs Block.

3.13 Monitoring Officer Function

The Statutory Monitoring Officer functions to report on likely contravention of any enactment or rule of law. The duties of the Monitoring Officer are outlined in Article 12 of the Council's constitution and are undertaken by the Council's Director of Legal and Governance Services. During 2022/23 the Monitoring Officer left the Council. The deputy Monitoring Officer is covering this role as Monitoring Officer as an interim arrangement ensuring effective arrangements were in place to discharge these duties.

3.14 Head of Paid Service Function

The requirements of the Head of Paid Service function are also outlined in Article 12 of the Council's constitution and effective arrangements were in place for the discharge of these duties by the Chief Executive and/or the Managing Director following a change of role title on 1 June 2023) throughout 2022/23.

3.15 Development Needs

On election Members are given induction training this takes place on mass after the local elections and individual after by-elections if required. Ad hoc training is undertaken throughout the year that is non-mandatory.

Following the local government elections in May 2022, new Members received a range of induction training including a welcome evening held for all elected members on 10 May to cover an overview of the Council's functions, code of conduct, agile working,

personal safety, and IT & Data Protection. From May – July 2022 a series of training sessions some mandatory some non-mandatory were held for members covering for example the Council's finances, code of conduct, safeguarding.

A Workforce Strategy has been compiled and was launched in the latter part of 2023.

3.16 Managing Risks

The framework for identifying and managing risks consists of a series of Directorate Risk Registers that feed into an overarching Corporate Register that clearly identifies the owner of each risk. The Corporate Risk Register was reviewed and updated four times during 2022/23 for Q1 in May 2022, for Q2 in August 2022, for Q3 in November 2022 and for Q4 in April 2023. Each update was presented to the Corporate Leadership Team (CLT) for review and challenge and Q1, Q2, Q3 and Q4 were presented to the Governance, Audit, Risk Management & Standards (GARMS) Committee to assist the Committee in monitoring progress on risk management in accordance with their Terms of Reference.

The risk management implications section of the report template for Cabinet and other Committee decision reports requires risks to decisions to be identified along with mitigations and red, amber, green (RAG) assurance ratings to be included. This is supported by guidance for report authors and a requirement for this section of the reports to be reviewed and signed-off by the Head of Internal Audit who is operationally responsible for the Corporate Risk Management function.

The Management Assurance exercise for 2022/23 confirmed that Directorate Risk Registers were in place for each Directorate and were being updated quarterly throughout 2022/23.

3.17 Counter Fraud and Anti-corruption Arrangements

The Council has a Corporate Anti-Fraud Strategy 2016-19 outlining its approach to tackling fraud that is reviewed annually. The refreshed Local Government Fighting Fraud & Corruption Locally Strategy (FFCL) was published online on 26 March 2020 and during 2020-21 the intention was for Harrow's strategy to be reviewed and updated to reflect any changes and best practice that the new FFCL Strategy recommended. However, this was not achieved and was rolled forward to 2021/22 along with an assessment against the checklist contained within the strategy outlining best practice for dealing with fraud and corruption in local authorities. Work undertaken on the significant governance gap identified in 2021/22 (outline in section 5 below) further delayed the Strategy being updated, however it has now been updated and consulted upon. The updated strategy will be presented to the GARMS Committee in due course.

3.18 Scrutiny

The scrutiny function comprises an Overview and Scrutiny Committee (O&S), a Performance and Finance Scrutiny Sub-Committee (P&F), a Health and Social Care (H&SC) Scrutiny Sub-Committee and lead scrutiny councillors for:

- Health
- Community
- People
- Resources

The function is driven by the need to hold the Council and our partners to account for their performance and the establishment of the performance and finance sub-committee, as the driver of scrutiny, is a key component in ensuring that the function is focused on the issues of the greatest importance to the Council. The lead Members ensure that expertise to tackle particular areas of service delivery is maintained.

The structure is subject to regular review and is supported by meetings of the scrutiny leadership group, comprising the leads and the chairs and vice chairs of the committees, which considers agenda and review programmes, provides strategic direction for the function and overall co-ordination between the leads and committees.

During 2022/23 O&S met seven times, P&F three times and H&SC three times.

3.19 Internal Audit

The Internal Audit Service is required to comply with the Public Sector Internal Audit Standards (PSIAS) and to be reviewed externally against these standards every five years and internally on a regular basis. An external peer review in June 2017 confirmed that the service 'generally complies' with the PSIAS and the 2019 internal review against these standards confirmed this assessment. A further review due to be undertaken during 2022/23 was delayed due to the retirement of the Head of Internal Audit, this was completed in December 2023.

Internal audit work during 2022/23 was performed in conformance with the PSIAS.

In 2021/22 the Council received a Value for Money qualification in relation to the lack of coverage of the Internal Audit programme. During 2023/24 management have taken steps to increase resources in the service to ensure delivery of a programme of work sufficient in breadth and depth to support a robust opinion by the Head of Internal Audit that provides adequate assurance over the effective operation of internal controls, including arrangements to prevent and detect fraud.

3.20 Audit Committee

The Governance, Audit, Risk Management and Standards Committee (GARMS) is a key component of Council's corporate governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

The purpose of the committee is to provide independent assurance to the Members on the adequacy of London Borough of Harrow's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place. It also acts as the Standards Committee.

The GARMS Committee met four times during 2022/23 with the meeting due to take place in April 2022 being cancelled due to the local elections.

3.21 Joint Working/Council Trading Companies

Joint working, working in partnership with other local authorities and other bodies, and the use of alternative delivery vehicles has increased over recent years as local

government generally, and London Borough of Harrow specifically, has coped with less resources.

Throughout 2022/23 the Council's trading structure consisted of five separate legal entities as shown in the table below:

Name	Legal Structure	Date Started Trading
Concilium Group Limited (Holding Company)	UK Limited Company	November 2015
Concilium Business Services Limited	UK Limited Company	November 2015
Sancroft Community Care Limited	UK Limited Company	January 2018
Concilium Assets LLP	Limited Liability Partnership	January 2019
Harrow Strategic Development Partnership LLP	Limited Liability Partnership	March 2021

These entities have been set up to provide a financial or other benefit to the council whilst enabling it to undertake specific commercial activities. London Borough of Harrow therefore either directly or indirectly holds a 100% controlling interest in each of the trading entities.

Concilium Group Ltd. is a wholly owned commercial subsidiary of the Council, set up with the dual purpose of consolidating the financials of its subsidiaries and to act as the minority partner in a Council controlled Limited Liability Partnership (Concilium Assets LLP). In effect, Concilium Group is a Council owned holding vehicle.

Concilium Business Services Ltd is a wholly owned subsidiary of Concilium Group Ltd. Until February 2019 its principal source of revenue came from the property management of 100 homes, managed on behalf of London Borough of Harrow. Concilium Business Services Limited was dissolved at the end of 2022/23 and the remaining properties have been transferred to Concilium Group Ltd.

Sancroft Community Care Ltd. is another wholly owned subsidiary of Concilium Group Ltd. and was set up to take over the operation of the now 62 bed residential care home for the elderly. 45 of these beds are block contracted with the London Borough of Harrow under a five-year contract.

Concilium Assets LLP (The LLP) is a Limited Liability Partnership owned 95% by Harrow and 5% by Concilium Group Ltd. and was set up to enable direct private rental sector (PRS) property investment activities. 53 PRS units on Gayton Road were transferred to the LLP in July 2019 on a 10-year lease for rent to the private market.

Harrow Strategic Development Partnership LLP (HSDP LLP) is a Limited Liability Partnership owned 50% by Harrow and 50% by Wates Construction Limited. HSDP LLP was set up to facilitate the development of Council assets at Poets Corner, Peel Road and Byron Quarter phase 1 as per the Council's Regeneration Programme. The

Council's investment in the LLP will primarily be the transfer of the land once individual schemes are ready to commence.

The Council also runs a shared legal service (HBPL) for which it is the lead authority however this is not a separate legal entity, staff are employed by Harrow.

The importance of good governance within these arrangements is recognised and as part of the 2019/20 annual review of governance the governance arrangements for the shared legal service (HBPL), Concilium Business Services and Sancroft Community Care Ltd were reviewed and updated and assurance obtained that reasonable governance arrangements are in place. Governance arrangements have not been reviewed for Concilium Group Limited as it is merely a holding company and the governance arrangements for Concilium Assets LLP were reviewed in 2020/21 and again it was confirmed that reasonable governance arrangements are in place.

In January 2019 the Committee on Standards in Public Life published its report on local government ethical standards and made a number of best practice recommendations. **Best practice recommendation 14 states that:** Councils should report on separate bodies they have set up or which they own as part of their annual governance statement and give a full picture of their relationship with those bodies. Separate bodies created by local authorities should abide by the Nolan principle of openness and publish their board agendas and minutes and annual reports in an accessible place.

The paragraphs above outline the separate bodies set up by the Council and their relationship with the Council however the annual review of governance has highlighted that these bodies are not yet publishing their board agenda, minutes and annual reports.

4. Level of Assurance

The analysis of assurances from the annual review of governance 2022/23 indicates that **a reasonable level of governance is in place across the Council.** A number of the minor governance gaps from 2021/22 have been resolved in relation to performance monitoring both corporately and in service areas. A formal action plan will be produced to track progress on the minor governance gaps identified.

The Head of Internal Audit's overall opinion on the adequacy and effectiveness of the organisation's framework of governance, risk management and control based on the annual review of governance and the assurance work of Internal Audit throughout 2022/23 is: **Good with some improvements required in discrete areas.** Review of the operation of Council's core financial systems, Housing Benefits, Treasury Management, Housing Rents, Business Rates, Capital Expenditure, Corporate Accounts Receivable, Corporate Accounts Payable, Payroll and Council Tax during 2022/23 demonstrated a sound level of control in place with five receiving a green assurance rating and four an amber/green assurance. There were two red/amber assurance reports relating to schools issued during the year. The red assurance review followed-up in 2022/23 attained a red/amber assurance rating. All recommendations made to improve controls were agreed by management.

5. Previous Significant Governance Issues

In August 2021 the Council were alerted to a significant governance gap by a third party in the Place directorate. This gap involved allegations of fraud and corruption

that are subject to an ongoing Police criminal investigation and as such no detailed information can be provided.

The then Chief Executive commissioned an independently led review, to ensure appropriate challenge and rigour, to establish what happened and what lessons could be learnt which was supported internally by work undertaken by the Internal Audit Service, the Corporate Anti-Fraud Team, Human Resources and the Council's Legal Team.

A detailed Internal Audit review was undertaken of the system involved and all recommendations made were agreed by management. A follow-up of the implementation of these actions was undertaken in December 2022 to assess progress and to re-assess the risks. Follow up has established that a red/amber assurance rating had been reached. A further follow-up due to be undertaken early in 2023/24 was deferred as there had been no progress on the introduction of the IT processes. Due to the delays in implementing the IT processes and changes to senior management within the service it has been decided the most effective way forward would be to undertake a new review, this is due to commence in February 2024.

Internal Audit and the Corporate Anti-Fraud Team also undertook extensive work to support the Police criminal investigation during 2022/23. The Council is still awaiting an update from the Police on the outcome of their criminal investigation.

The independently led review concluded that 'Whilst direct responsibility for any fraud must rest with anyone found guilty of perpetrating it and whilst it is not possible to prevent fraud from happening entirely, the Council does recognise the importance of putting in place a range of controls designed to mitigate against that risk and make it less likely to happen. Those steps are essentially in place in terms of corporate frameworks.' Five recommendations were made to further strengthen these.

6. Significant Governance Issue

The governance gap identified in the 2021/22 AGS remained a significant gap throughout 2021/22 although the fraud itself was stopped. During 2022/23 action taken to address the recommendations made in the internal report was inadequate and thus the governance gap remained albeit at a reduced level as a result of the works being limited to reactive works during 2022/23.

7. Conclusion

The annual review of governance 2022/23 confirmed that overall appropriate governance arrangements were in place in the majority of areas of the Council.

8. Declaration

The Leader of the Council and the Managing Director will sign the final Annual Governance Statement on behalf of the authority having gained assurance from the annual review of the authority's governance arrangements supported by evidence provided by management including the Chief Finance Officer, the Monitoring Officer, Corporate Directors and independent assurance provided by the Head of Internal Audit.

Cllr Paul Osborn
Leader
Date:

Alex Dewsnap
Managing Director
Date: