

Senior Management Team Assurance Statement 2017/18.

As a Senior Management Team, we have self-assessed directorate and corporate governance arrangements in place during 2017/18. The assessment was based on the governance maturity, which we could evidence within each Directorate Management Team against a series of assurance statements. Each Director was responsible for completing a robust assessment of governance within their directorate identifying, and reporting significant governance issues. The Senior Management Team reviewed all returns in May 2018, from which the Chief Executive authorised the overall position.

We can report an overall assessment of 'strong' application of good governance across the assurance areas. This was based on a self-assessment using a 5-point rating system ranging from 'not in place', 'limited application', 'mixed application', 'strong application' to 'embedded'. The greatest maturity was identified in relation to performance and risk management.

The maturity assessment highlighted opportunities to enhance the discipline of partnership governance, for which there was a higher incidence of mixed application and evidence than other areas. We have also identified opportunities in some directorates to target improvements in internal controls, compliance, the prevention and detection of fraud, budget monitoring, aspects of business planning and programme and project assurance. The Senior Management Team recognises the need to prioritise actions for enhancement to enable strong evidence of application across all areas going forward. All Directorates are taking ownership of their assessments and the opportunity to focus on their individual areas for enhancement to governance maturity based on their respective assessments as we move into 2018/19.

The Senior Management Team collectively own the Corporate Risk Register and have reviewed all corporate risks on a quarterly basis in 2017/18. Each Director has been proactive in their approach to systematic early identification and awareness of the most significant risks facing the organisation. A proportionate approach is taken to manage risks and allocate resources based on their assessed risk ratings.

The Senior Management Team collectively own an action plan of significant governance issues for which there has been steady progress in their management throughout 2017/18. The action plan is included in the annual governance statement 2017/18.