Annual Governance Statement 2017/18

Annual Audit Opinion 2017/18

Governance, risk management and control in relation to business critical areas is **generally satisfactory**. However, there are some areas of weakness and non-compliance in the framework of governance, risk management and control which potentially put the achievement of objectives at risk

Some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control. For further information please see pages 11 – 15 of this statement and the full Annual Audit Opinion report for 2017/18

The Purpose of the Governance Framework – Supports governance principle A: "behaving with integrity"

The council's governance arrangements aim to ensure that it sets and meets its objectives and responsibilities in a lawful, timely, open, inclusive and honest manner and that its public money and resources are safeguarded, properly accounted for and used economically, efficiently and effectively.

The council's governance framework comprises the systems, processes, cultures and values by which the council is directed and controlled, and through which it accounts to, engages with and leads the

local community. The framework brings together an underlying set of legislative requirements, good practice principles and management processes.
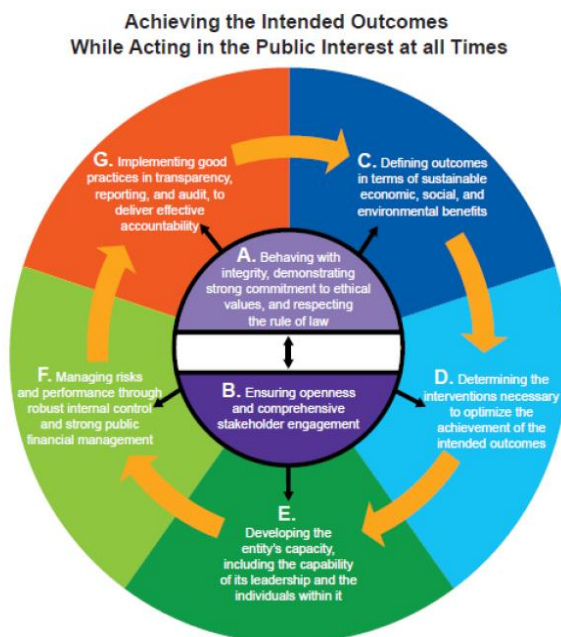
The council has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE* framework Delivering Good Governance in Local Government. A copy of the code can be found on the Lambeth website. This statement explains how Lambeth Council has complied with the code and also meets the requirements of Accounts and Audit (England) Regulations 2015, regulation 4(3), which requires all relevant bodies to prepare an annual governance statement.

(* CIPFA – Chartered Institute of Public Finance and Accountancy, SOLACE – Society of Local Authority Chief Executives and Senior Managers)

Scope of responsibility– Supports governance principle D: "determining interventions"

Lambeth Council has responsibility for conducting at least annually, a review of the effectiveness of its governance framework including the system of internal control. To monitor the effectiveness of the council's corporate governance systems, assurances on the governance framework as shown in the table below are provided to, and challenged by, committees or scrutiny panels as appropriate.

Each year we review the council's corporate governance processes, systems and the assurances on the Governance Framework, to create the Annual Governance Statement. This is achieved by undertaking a review of the council's compliance with its Code of Corporate Governance, consulting with the Corporate Leadership Teams, governance officers, and also reflecting on the work of internal and external audit and other inspection bodies completed during the year. The issues identified during the review are highlighted in the significant issues section at the end of this statement.

Looking forward it will be essential for all parts of the governance framework to make sure that the council's decision making and administration remain robust, transparent and subject to appropriate monitoring and scrutiny.

## Lambeth's Governance Framework – Supports all governance principles

Key elements of the Council's governance framework:

Assurance Required Upon	Source of Assurance	Assurances Received
• Delivery of council's aims and objectives / Leadership direction • Services are delivered economically, efficiently and effectively • Management of risk • Effectiveness of internal controls • Democratic engagement and public accountability • Budget and financial management arrangements • Roles and responsibilities of Members and Officers • Standards of conduct and behaviour • Compliance with laws and regulations, internal policies and procedures • Action plans dealing with significant issues are approved, actioned and reported upon	• Constitution (incl. statutory officers, scheme of delegation, financial management & procurement rules) • Audit Committee • Independent external sources • Scrutiny function • Council, Cabinet & Panels • Strategic Transformation Board • Medium Term Financial Plan • Complaints system • Internal & external audit • HR policies & procedures • Whistleblowing & other counter fraud arrangements • Risk management framework • Performance management system • Codes of conduct • Corporate Leadership Team	• Statement of accounts • External audit reports • Internal audit reports • Local Government Ombudsman report • Electoral Commission report • Report of the Independent Remuneration Panel • Interception of Communications Commissioner (ICC) report • Socitm (Society of Information Technology Management) reports • Scrutiny reviews • Annual Audit Committee and Scrutiny Committee reviews • Effectiveness of Internal Audit review Review of Compliance with Code of Corporate Governance • Performance reviews & appraisals • Performance Challenge Sessions • Management and member assurances

The Council - How it works – Supports all governance principles

The council comprises 63 councillors from different parties, all councillors are democratically accountable to the residents of their wards. The overriding duty of councillors is to the whole community, but they have a special duty to their constituents, including those who did not vote for them. There are a wide range of decisions that need to be taken to ensure the effective running of the council, most decisions of an operational nature will be taken by officers. However more significant decisions of a strategic nature (amending the Community Plan Outcomes Framework or Budget and Policy Framework) or those with financial implications in excess of £500,000, or those having a significant community impact will either be taken by councillors collectively, for example at a Full Council meeting, Cabinet or a Committee or in certain circumstances by individual cabinet members.

Lambeth Council's Political Structure – Supports all governance principles
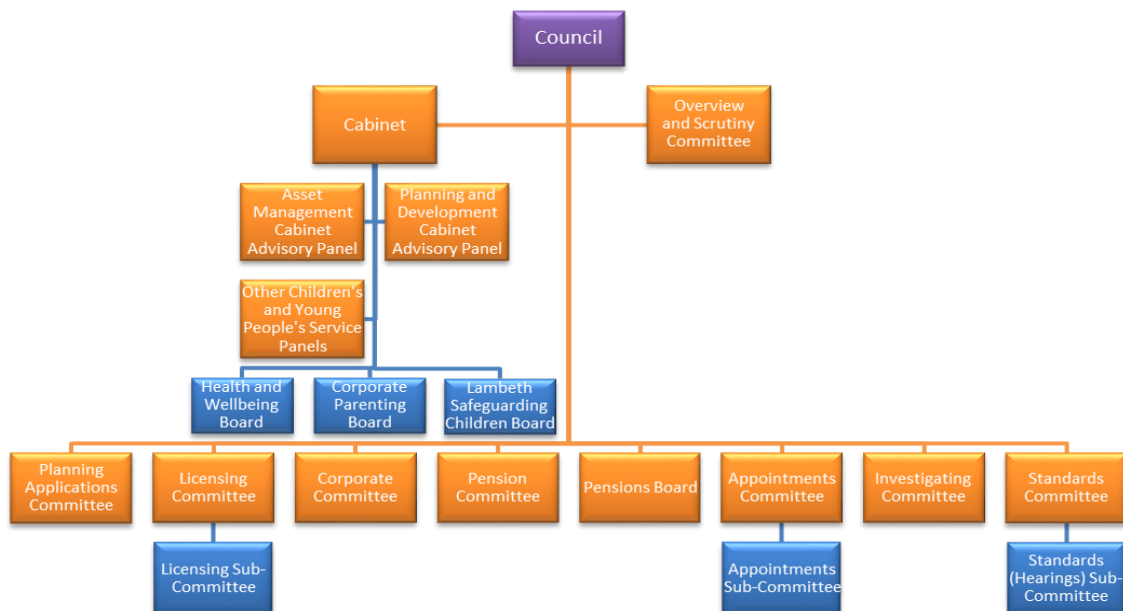
The Constitution – Supports governance principle G: "good practices in transparency"

The London Borough of Lambeth's Constitution sets out how the council operates and how decisions are made. This includes detail about committees, their powers and procedures, financial processes, rules of procedure and legal matters. The council has regularly reviewed and matched its governance structures and processes to council-wide priorities, to ensure the principles of good governance are applied throughout the council.

All changes to the constitution are prepared by Democratic Services, reviewed by Legal and then submitted to the Constitution Working Group (CWG). The CWG is an informal body made of senior politicians and officers from across the council chaired by the Chief Whip. The CWG meet regularly throughout the year to review the constitution and give the council confidence that its constitution remains robust, up to date and compliant with all relevant legal requirements.

Overview and Scrutiny – Supports governance principle D: "determining interventions"

Overview and Scrutiny is a key part of the democratic process of the council. It enables non-executive councillors to scrutinise the decisions of cabinet and performance of the council and has a key role in advising on the development of council policy. It also looks at broader issues affecting Lambeth.

In May 2017 full council amended the council's scrutiny arrangement. The scrutiny function comprises an overarching Overview and Scrutiny Committee and a Children's Services Scrutiny Sub Committee. Overview and Scrutiny Committee is responsible for scrutinising the whole range of the council's functions and responsibilities as well as other public service providers' work, and holds the statutory responsibilities for health scrutiny and for crime and disorder scrutiny. Overview and Scrutiny Committee can also establish scrutiny 'commissions' to undertake reviews of specific matters. The Children's Services Scrutiny Sub Committee has discrete responsibilities for scrutinising matters relating to children and young people. Scrutiny is used to hold public-service providers in Lambeth to account and help improve the public services in the area. Effective scrutiny improves accountability, ensures transparency of decision-making, contributes to service improvement and acts as a 'check and balance' on decision-makers.

Member and Officer Development – Supports governance principle E: "developing the entity's capacity"

The performance management process helps to identify learning and development needs, which are translated into personal development plans for staff. Members are also offered development opportunities, in line with their own personal development plans. The council provides a complete programme of learning and development to officers and members. Senior officers are also expected to keep abreast of developments in their profession.

Lambeth is also actively engaged with colleagues through the London Member Development Network, which the Democratic Services Manager continues to attend. Members of key committees, such as the scrutiny committee and its panels, have received specialised training in order to equip them to carry out their duties. Support and information is also provided to opposition parties such as when they seek to put forward alternative budgets. The Constitution outlines the officer and member code of conduct. The council's monitoring officer oversees all member code of conduct issues with the Independent Person where necessary.

During 2017/18 a series of member development opportunities have been provided to members of the council. This includes corporate parenting, pensions, scrutiny (effectiveness), equalities, public speaking, chairing skills, licensing, planning, Mental Health Awareness, social media awareness and personal safety training and running a surgery. In addition, councillors have attended specific training sessions to support them with their portfolio responsibilities and to enhance their skills.

A new Lambeth Leadership Essentials development programme was launched to senior managers in the autumn of 2017 and is currently being evaluated with plans for a second tranche to be commissioned.

The Corporate Committee – Supports governance principle B: "openness and stakeholder engagement"

The Corporate Committee performs the 'audit committee' role through its oversight and monitoring of council corporate governance activities including internal audit, counter fraud, external audit, financial performance and reporting, risk management and whistleblowing. Its terms of reference, structure, composition and work programme have been developed with reference to the CIPFA Position Statement and published guidance Audit Committees – Practical Guidance for Local Authorities and Police (2013), the requirements of the Public Sector Internal Audit Standards (2013) and the CIPFA Toolkit for Local Authority Audit Committees (2006). The local code of corporate governance is submitted to Corporate Committee.

Partnership Boards & Community Outcomes– Supports governance principle C: "defining outcomes"

Effective partnership governance will be critical to achieving the outcomes the council and partners are working towards over the next ten years, as described in the Borough Plan. As well as meeting their statutory duties, partnership boards will need to provide effective governance and leadership to the delivery of the Borough Plan.

Having reviewed partnership activity in light of the new Borough Plan, a strategic partnership board was established in 2017/18. The Lambeth First Board brings together representatives from the public, private and voluntary sectors. It secures linkages across our thematic partnerships (e.g. Health and Wellbeing Board, Safer Lambeth Executive) and maintains a long-term focus on the risks and opportunities facing the borough. Implementation of the Borough Plan will continue to be monitored by thematic partnership boards.

The council and partners will continue to strengthen several statutory partnership boards, including the LSCB and the YOS Management Board in response to findings from external inspections.

Compliance with laws and regulations – Supports governance principle A: "behaving with integrity"

Under the general duty set out in the Equality Act 2010 the council must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; to advance equality of opportunity; and to foster good community relations. The council's Equalities Objectives are set out in the Borough Plan and were defined through consultation with citizens, demonstrating that we do not see equalities as being an add-on to our activities, but at the heart of what we do. All new and revised policies and projects must complete an Equalities Impact Assessment to show they have considered the impact on citizens and any action needed to reduce negative impacts. In addition to the nine protected

characteristics enshrined in law, the council also considers equality impacts in relation to health, socio-economic status and English as a second language.

The council has a clear two stage process for handling complaints, supported by the Corporate Complaints Policy. The policy sets out guidance on logging, handling and monitoring complaints and for responding to enquiries from the Local Government Ombudsman. The aim of the process is to drive service improvement across the council by highlighting good practice and identifying lessons learnt from complaints.

The council also has a clear process for managing Freedom of Information (FOI) and Data Protection requests. The aim of the process is to promote transparency across the organisation and deliver an efficient approach to handling requests. The process is supported by Directors (who are responsible for signing off requests). Challenge is provided by the Corporate Complaints Unit and Legal Services. Management Board have strategic oversight, and as part of this role receive quarterly performance reports on compliance as part of the corporate performance report, as well as receiving ad hoc updates in response to particular issues or queries. Support and guidance is available to officers across the council via documentation on the intranet and desk-based teaching provided by the Corporate Complaints Unit.

Managing Key Risks – Supports governance principle F: "managing risks and performance"

In a changing environment, with the effects of the economic downturn, public sector cuts in grant funding, Welfare Reforms, changing demographics and the continual demand on services, the council is faced with an unprecedented challenge to deliver its statutory obligations and manage its corporate, key operational and key project risks.

The council's risk management process is embedded across Directorates, Divisions, Programmes and Projects. On a quarterly basis each Directorate and Division reviews and updates the risks captured on their risk registers. New risks and key changes to current risks are discussed and challenged at Divisional and Directorate Management Team meetings. Annually each Directorate is encouraged to undertake a full risk review in line with service and financial planning processes. Key risks are included within relevant Directorate and Divisional business plans and reported to Corporate Committee. Further information on risk reporting can be found within the council's risk management strategy.

Risk Appetite - Supports governance principle F: "managing risks and performance"

The council regularly reviews and updates its corporate risk management arrangements including its risk management policy, risk management strategy and statement of risk appetite. The council's risk appetite statement and methodology was implemented in January 2016, following the implementation risk monitoring, management and reporting is focused on key risks that are outside of appetite. This

method of reporting is much leaner and enables the key risks that require treatment to be identified, prioritises and responded to more effectively, freeing up resources for other priority areas.

A visual summary of the council's risk appetite thresholds is displayed in the risk appetite matrix below (updated Matrix below for inclusion in AGS). The figures represent the number of corporate and strategic risks within and outside of appetite for each category.

Risk Appetite Matrix

Risk Category	Averse Risk Score 1-2	Minimal Risk Score 3 - 4	Cautious Risk Score 6 - 8	Open Risk Score 12 - 16	Hungry Risk Score 24 - 32
Strategy & Finance		4	12	19	
Growth & Opportunity			4	1	
Governance & Compliance		4	5	3	1
Customer Outcomes & Quality			8	12	2
Contract Management			2	2	
Information Governance			1	1	
People			4	4	

Risk Appetite Level	Risk Appetite Description
Averse	Avoidance of risk and uncertainty is a key objective. Exceptional circumstances are required for any acceptance of risk.
Minimal	Preference for the ultra-safe options that have a low degree of risk and only have a potential for limited benefit.
Cautious	Preference for the safe options that have a moderate degree of risk and may only have limited potential benefits.
Open	Willing to consider all options and choose the one that is most likely to result in successful delivery. Risk will be minimised while also providing an acceptable level of business benefit.
Hungry	Eager to realise benefits and to choose options to achieve this despite the higher risk.

2017/18 Sample of risks:	
Risk	**Mitigation and response to this risk**
Total or significant partial loss of core business systems	This risk could be realized if there was a failure of one or more key infrastructure elements that could result from cyber attack, loss of access to Cloud services or data centre, or similar unplanned event. The primary controls in place to manage this risk are: - Implementation of security patches and review security function - Testing of backups - Development of contract clauses in respect of BCP / disaster recovery
The inability to meet the demand for Temporary Accommodation	The Council is maximising the use of 'meanwhile' Temporary Accommodation and therefore have increased the supply of affordable homes. However, as TA occupancy is increasing, this is still a high risk. Numbers in TA are now over 2,000 and we are projecting 2250 by the end of the year.
General fund expenditure exceeds the budget and income targets not achieved	A timetable for budget monitoring is in place, with regular reporting to CMT and Informal Cabinet. Action plans to deliver savings developed in directorates are monitored by the Strategic Director, Finance and the Future Lambeth Board. Where overspends are forecast, mitigating action to bring the overall budget back in line is provided and reported as part of the regular budget monitor
Failure of a major contractor or supplier which could materially affect the delivery of a service or have significant financial impact	The council is able to control certain aspects of this risk but cannot manage the stability of external providers so the risk has to be tolerated and closely monitored at its current level. Examples of mitigations which are in progress: - Credit health checks on all major contractors - Business continuity planning - Building security into contracts - Ongoing monitoring of provider stability

Resilience - Supports governance principle F: "managing risks and performance"

Lambeth continues to fully deliver the provisions of the Civil Contingencies Act 2004 as a 'Category One Responder'. This means that we plan and respond to any civil emergency alongside and in support of the emergency services and other partners. In response to the learning identified following the terrorist attacks and the Grenfell fire last year, the Public Protection Team are looking at enhanced training for senior managers and updating EP and BC plans to reflect the lessons learned. The wider promotion of Public Protection is being developed into the business plan for the coming year as is the wider engagement with other service areas to take ownership of plans.

To ensure that the council's critical services work effectively during a crisis and that the council can return as quickly as possible to 'business as usual', the BCM Strategy is continuously reviewed. A testing programme of business continuity plans is underway to provide corporate reassurance to the community and our partners that we are able to deal with the unexpected.

Internal Audit - Supports governance principle D: "determining interventions"

The council receives a substantial amount of assurance from the work that is undertaken by its Internal Audit Service who is charged with reviewing the adequacy of the controls that operate throughout all areas of the council.

The Internal Audit Service has been managed and delivered in accordance with the Public Sector Internal Audit Standards (PSIAS) which were introduced in April 2013.

Managing the Risk of Fraud – Supports governance principle F: "managing risks and performance"

The council is committed to tackling fraud, abuse and other forms of malpractice and, therefore, it has a range of counter fraud policies and a whistleblowing procedure in place to enable employees to raise their concerns about such malpractice at an early stage and in the appropriate way. Allegations are investigated independently by the Counter Fraud Team and reported regularly to the Corporate Committee. The Committee ensures that the corrective action taken is robust.

Each year the Counter Fraud Service carries out several hundred investigations and gathers intelligence into fraudulent activity in areas such as:

• Housing, including subletting, fraudulent tenancies and right to buy

• Council tax support and discounts

• Direct payments

• No recourse to public funds

• Fraud and corruption involving officers, members and contractors

• Cases referred as whistleblowing

Lambeth devotes significant resources to the identification and investigation of fraud. All relevant investigation outcomes are given widespread publicity and the team has featured in the past on the BBC One productions of *Council House Crackdown*, *Saints and Scroungers* and on BBC Radio 4.

Managing Finances – supports governance principle F: "strong public financial management"

The council's Medium Term Financial Strategy (MTFS) supports the Borough Plan 2016-2026, which is a ten year vision and strategy for the borough. The main objectives of our MTFS are:

- Prioritise our resources in-line with the Council's Borough Plan to ensure we achieve our core priorities
- Maintain a balanced budget position, and to always set a MTFS which maintains and strengthens that position
- Provide a robust framework to assist the decision making process within the council
- Manage the Council's finances with a forward looking three year rolling strategy
- Deliver value for money to our tax payers
- Excercise probity, prudence and string financial control
- Manage risk, which includes holding reserves and balances at an appropriate and sustainable level as agreed by our S151 Officer
- Continually review budgets to ensure resources are targeted on our key priorities

These objectives are at the core of our current MTFS and we will ensure that these objectives are upheld throughout the duration of the MTFS and beyond.

The MTFS will continue to be updated as we gain greater certainty and clarity on the level of funding for future years.

Due to the importance of delivering savings and remaining within agreed budgets, savings are monitored on a monthly basis through the savings tracker, budget monitor and regular reports to Management Board.

Chief Financial Officer and Monitoring Officer - supports governance principle F: "strong public financial management"

The Director of Finance and Property is the council's appointed Chief Financial Officer in accordance with section 151 of the Local Government Act 1972 and the Director of Legal Services and HR is the council's Monitoring Officer. These are statutory posts, responsible for delivering and overseeing the financial management and governance of the council. The Chief Financial Officer and the Monitoring Officer are both members of the Corporate Management Board. The Chief Financial Officer is responsible for financial strategy and the provision of accountancy services across the council. The Monitoring Officer is responsible, in consultation with the Chief Finance Officer and the Chief Executive, for ensuring that the council's constitution and governance arrangements operate effectively.

Annual Audit Opinion & Review of Effectiveness – supports governance principle D: "determining interventions"

Internal Audit is satisfied that sufficient internal audit work has been undertaken to allow an opinion to be given as to the adequacy and effectiveness of governance, risk management and control. In giving this opinion, it should be noted that assurance can never be absolute. The most that the internal audit service can provide is reasonable assurance that there are no major weaknesses in the system of internal control.

Opinion:

Governance, risk management and control in relation to business critical areas is generally satisfactory. However, there are some areas of weakness and non-compliance in the framework of governance, risk management and control which potentially put the achievement of objectives at risk.

Improvements are required in those areas to enhance the adequacy and effectiveness of the framework of governance, risk management and control. For further information please see the significant issues table below and the full summary of findings in section 2 of the Annual Audit Opinion 2017/18.

Basis of opinion:

- All audits undertaken during the year.
- Any follow up action taken in respect of audits from previous periods.
- Any significant recommendations not accepted by management and the resulting risks.
- The effects of any significant changes in the organisation's objectives or systems.
- Any reliance that is being placed upon third party assurances, such as those from Ofsted, and control weaknesses identified through external audit procedures.
- Cumulative audit knowledge and intelligence gathered through attendance at key meetings and other working groups.
- Any limitations which may have been placed on the scope or resources of internal audit.
- What proportion of the organisation's audit needs have been covered to date.

Internal Audit has reached this conclusion because:

- **Medium risk rated** weaknesses identified in individual assignments that are not significant in aggregate to the system of internal control;
- **High risk rated** weaknesses identified in individual assignments that are isolated to specific systems or processes;
- Only one individual assignment report has an overall classification of no assurance (ICT Back Ups). This audit was requested by Management as it was a known area of concern and selected to help them prioritise next steps and determine their response.

Significant governance issues 2017/18					
Reference	Governance issue	Source	Overview and actions taken (and planned) to address the issue	Leads	Timescale
1	IT Disaster Recovery and Continuity Planning	Audit report	The Council has made significant progress in its approach to ITDR and is now moving away from recovering from backup to failover - failover occurs where there is an automatic transition to a back-up system should the "master" system fail. The positive direction of travel is recognised but there continues to be gaps in governance, documentation and testing processes which could mean the Council is not adequately protected from a major IT system outage. Management have prepared a detailed action plan to resolve IT DR specific issues and are planning to work with Internal Audit as part of implementation in 2018/19.	ICT	September 2018
2	IT Back Ups	Audit report	ICT requested an audit of backups as it was a known area of risk and they were keen to have visibility of the priority areas requiring focus. The audit found that there is a number of control design weaknesses which require attention and resolution to ensure the ICT department have effective oversight of and confidence in the backup and data restoration regime and reduce the Council's exposure to risk. Key areas of focus are alignment of backups and data restoration to regulatory requirements, update backup policy, strengthen governance of back up arrangements and improve monitoring and management information	ICT	September 2018

3	Health and Safety - Housing and Corporate	Audit report	There has been a positive direction of travel since Internal Audit's 2015/16 review: accountability has strengthened and there has been an improvement in the formalisation of several policies and procedures to ensure robust, consistent practices are followed. Internal audit found fewer and less severe issues in the design and operation of the controls to mitigate Health and Safety risks across all areas reviewed. Fire Safety and Asbestos are the two areas requiring prioritisation to ensure controls and processes adequately mitigate the inherent risks.	Housing Management and Corporate H&S leads	September 2018
Governance challenges for 2018/19					
4	Implementation of the General Data Protection Regulations in May 2018	Data protection legislation / assurance reports	GDPR comes into force on 25th May 2018 as part of the Data Protection Bill 2018. The Information Commissioners Office (ICO) has the power to issue fines up to 17million in most serious cases of non-compliance. The Council has carried out a GAP analysis to benchmark its practices against the GDPR requirements – the Council is taking a risk based approach to work towards compliance, focusing on the highest risk areas first. The key to managing the risk of non-compliance will be for the Council to implement a transparent process for recording the data it holds and shares, and being clear on how data is stored and managed.	ICT / Information Governance Teams	May – October 2018

5	Cyber security	Audit report	The Council perform regular penetration tests and have defined service level agreements but need to introduce Information Asset Registers (IARs) to manage information assets and the risks facing them. The ICT team have now created their own risk register and have an improved understanding of Risk Management but maintaining robust cyber security practices remains a governance challenge.	ICT and Information Governance	September 2018
Progress against previous year's governance issues					
Reference	**Governance issue**	**Source**	**Overview and actions taken to address the issue**	**Leads**	**Timescale**
6	Children's Social Care Improvements	OFSTED	In May 2015 Ofsted judged Lambeth's Children's Services and LSCB to be inadequate. Since then the service has been on a challenging improvement journey. The service continued delivering its improvement plan throughout 2017/18. Evidence of the service's improvement have been collated through a peer review, regular audit programme and performance monitoring, quarterly monitoring visits from Ofsted (published on Ofsted website) and input from DfE appointed improvement advisor. The service was subject to a full re-inspection during February 2018 the outcome of which was published on 8th May and concluded that the service is no longer inadequate.	Children's Improvement Board	June 2018
7	Management of Subject Access Requests (SARs)	Highlighted in Performance Management reports	The Council has a target to respond to 85% of Subject Access Requests (SARs) within the statutory 40 calendar days (30 calendar days as of 25th May 18 in line with GDPR). However,	Children's Social Care, Performance and Legal teams	September 2018

			performance remained significantly below target during 2017/18. The main reason for this continues to be poor performance in Children's Social Care. Children's Social Care receive a larger volume of SARs many of which are complex in nature. As a result, there is a significant backlog of cases to be dealt with and it remains an area of risk as it may expose the Council to monitoring by the Information Commissioner's Office (ICO). Children's Social Care are appointing 12 staff to clear the backlog within 5/6 months. Seven of the staff will work on the backlog and five will work on new requests to avoid the backlog growing.		
8	Management of Freedom of Information act requests	Highlighted in Performance Management reports	At the beginning of January 2017, the Information Commissioner's Office (ICO) wrote to the council stating that they would be formally monitoring the council's performance in responding to Freedom of Information Act (FOI) requests and Environmental Information Regulations (EIR) during the months of January to March. To respond to this issue a tailored improvement plan was prepared and sufficient improvements in performance were demonstrated during 17/18 resulting in the ICO ceasing monitoring without the need for further action.	Performance Management Team	Complete

9	Housing works in the housing programme - value for money considerations and S20 Leaseholder Income	Highlighted in Internal Audit report	Homeownership services have now developed the Northgate service charge module to incorporate 'invoice based accounting'. Since the 1 April 2017 all service charge invoices (day to day or major works (S20) invoices) are now held on one account with individual invoices on the one account. In addition the Council now issues all invoices with their own unique 9 digit invoice number. This change means our homeowners may make payments to an individual service charge invoice.	Housing Management Team	June 2018

Signed:

Lib Lech

Leader of Lambeth Council   **Chief Executive- Lambeth Council**