



Proud of our past. Energised for our future.

Local Code of Corporate Governance – 2022

Version: 1.2 Final
Author: Head of Corporate Governance and Legal/ Monitoring Officer
Date: 10 February 2022

Document Control

| | |
|---------------------------|------------------------------------------------------------|
| Organisation | Copeland Borough Council |
| Title | Local Code of Corporate Governance (2022) |
| Version | 1.2 Final |
| Author | Head of Corporate Governance and Legal/ Monitoring Officer |
| Filename | |
| Owner | Director of Corporate Services and Commercial Strategy |
| Subject | Governance |
| Protective Marking | None |
| Review Date | January 2023 |

Note: This document is uncontrolled if printed or reproduced

Revision History

| Version Reviewed | Date Reviewed | Reviewed By | Description of Revision |
|-------------------------|----------------------|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.0 (2017) | 30/07/2019 | Director of Corporate Services and Commercial Strategy | Reorganisation of structure and sections together with rewrites Governance Framework Diagram New lay out of Table of Principles Additions and updates to reflect change in org. structure, working practices and new policies / strategies |
| 1.1 | 10/2/2022 | Head of Corporate Governance and Legal/ Monitoring Officer | Updated to reflect external review of internal audit function and a shared audit management arrangement being entered into with Allerdale Borough Council and Carlisle City Council. |

Document Approval

| Version | Approved By | Date |
|----------------|----------------------------------|----------------|
| | Corporate Leadership Team | |
| V1.2 | Audit Committee | 25/3/2022 |
| | Executive | |
| | Standards and Ethics | |
| | Full Council | Not Applicable |

Document Distribution

This document is to be available to all staff and elected members of Copeland Borough Council and placed on the Council’s intranet site and website.

Contributors

| | |
|--|-------------------------------------------------------------------------------------|
| | |
| | Copeland BC Local Code of Corporate Governance 2017 v1.0 – first published document |
| | |

Contents

| | | |
|------------|------------------------------------------------------------------|-------------|
| 1.0 | Introduction | 5 |
| 2.0 | Main Principle | 5 |
| 3.0 | What is Corporate Governance? | 6 |
| 4.0 | The Governance Framework | 6 |
| 5.0 | Requirements of the Framework | 7 |
| 6.0 | Responsibilities for Corporate Governance | 7 |
| 7.0 | Local Code of Corporate Governance Adoption and Review | 8 |
| 8.0 | Copeland Borough Council's Corporate Governance Framework | 9-24 |

1. Introduction

- 1.1 The Local Code of Governance demonstrates Copeland Borough Council's commitment to the highest standards of corporate governance. The Local Code sets out its governance arrangements in relation to the seven best practice principles in the CIPFA/IFAC "International Framework: Good Governance in the Public Sector", and, as required by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) "Delivering Good Governance in Local Government Framework 2016".
- 1.2 The framework positions the attainment of sustainable economic, societal and environmental outcomes as a key focus of governance processes and structures. The focus on sustainability and the links between governance and public finance management are crucial, especially while recognising the need to focus on the long term. Copeland Borough Council is aware of its responsibilities not just to the current electorate, but that current decisions and actions approved have impact and consequences for future generations.
- 1.3 All local authorities are encouraged to demonstrate how they ensure effective governance arrangements are in place by setting these out in a local code of corporate governance.
- 1.4 Copeland Borough Council has adopted this Local Code of Corporate Governance with the intention of giving customers, residents and other stakeholders a clear understanding of how the Council intends to manage its decision-making, service planning, service delivery and accountability processes. Its purpose is to ensure that the Council sets out its vision and priorities and how it aims to provide effective and efficient outcomes for its stakeholders.

2. Main Principle

- 2.1 The main principle underpinning the 'Delivering Good Governance in Local Government: Framework' continues to be that local government is developing and shaping its own approach to governance; taking account of the environment in which it now operates which has been driven by significant and continuing change.
- 2.2 The Framework is intended to assist authorities individually in reviewing and accounting for their own unique approach. The overall aim is to ensure that resources are directed in accordance with agreed policies and according to priorities, that there is sound and inclusive decision making and that there is clear accountability for the use of those resources in order to achieve desired outcomes.

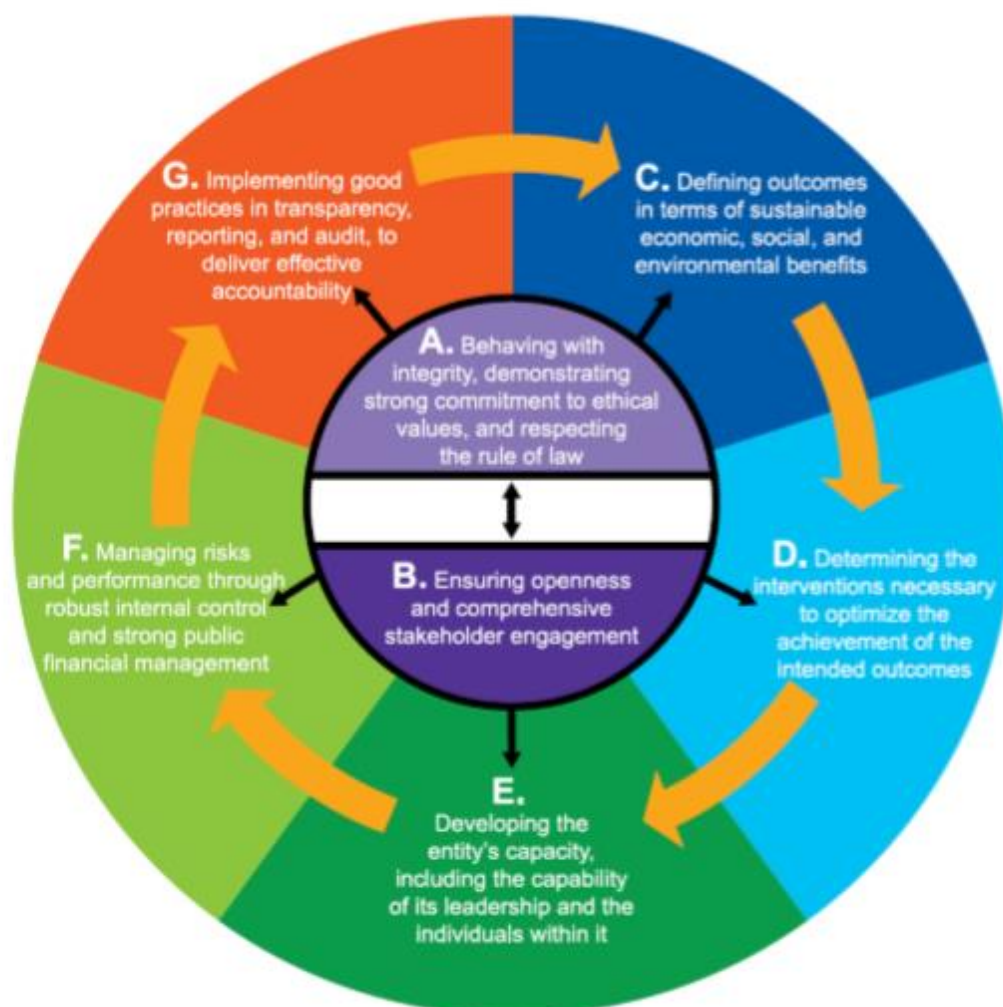
3. What is Corporate Governance?

3.1 Corporate governance is the arrangements put in place to ensure that the intended outcomes for service users and stakeholders are defined and achieved, while acting in the public interest at all times. It is about doing the right things, in the right way, for the right people, in a timely, inclusive, open, transparent, honest and accountable manner.

4. The Governance Framework

4.1 The diagram below, taken from the “International Framework: Good Governance in the Public Sector (CIPFA/IFAC, 2014)” (the ‘International Framework’), illustrates the various principles of good governance in the public sector and how they relate to each other.

Diagram 1: Good Governance in the Public Sector – ‘Achieving the intended outcomes while acting in the public interest at all times.’



The International Framework diagram denotes that:

Principles A and B permeate implementation of principles C to G. The diagram also illustrates that good governance is dynamic, and that an entity as a whole should be committed to improving governance on a continuing basis through a process of evaluation and review.

5. Requirements of the Framework

5.1 The Framework defines the principles that should underpin the governance of each local government organisation. It provides a structure to help individual authorities with their approach to governance. Whatever form of arrangements are in place, authorities should therefore test their governance structures and partnerships against the principles contained in the framework by:

- Reviewing existing governance arrangements;
- Developing and maintaining an up-to-date Local Code of Governance, including arrangements for ensuring ongoing effectiveness; and
- Reporting publicly on compliance with their own code on an annual basis and on how they have monitored the effectiveness of their governance arrangements in the year and on planned changes.

5.2 To achieve good governance, each local authority should be able to demonstrate that its governance structures comply with the core and sub-principles contained in the framework. It should therefore develop and maintain a local code of governance/governance arrangements reflecting the principles set out.

5.3 It is also crucial that the framework is applied in a way that demonstrates the spirit and ethos of good governance, which cannot be achieved by rules and procedures alone. Shared values that are integrated into the culture of an organisation and are reflected in behaviour and policy, are hallmarks of good governance.

6. Responsibilities for Corporate Governance

6.1 All Members and officers have a responsibility for upholding the principles of good governance. It is a key responsibility for the Elected Mayor and the Chief Executive Officer (CEO).

6.2 The statutory officers of Copeland Borough Council, those being the Monitoring Officer, the Chief Finance Officer and the Head of Paid Service, are responsible for the development, delivery and review of robust corporate governance arrangements.

- 6.3 Corporate Leadership Team and senior managers have a responsibility for reviewing governance standards in their areas of responsibility and for identifying and implementing any necessary improvement actions, which will be reflected in service plans.
- 6.4 The Audit Committee has responsibility for monitoring and reviewing the Council's corporate governance arrangements.
- 6.5 The Elected Mayor and CEO will ensure that an annual review of corporate governance arrangements is completed and give assurances on their adequacy in the published Annual Governance Statement, accompanying the Statement of Accounts.
- 6.6 The Internal Audit Manager produces an Annual Report to the Audit Committee on the adequacy and effectiveness of the Council's systems of internal control and governance.
- 6.7 The Annual Governance Statement is produced following a review of the effectiveness of the Council's corporate governance arrangements, as outlined in this Code. Any significant governance weaknesses are highlighted, an action plan produced to address these issues, and implementation is monitored by the Audit Committee.
- 6.8 Following an external review of the internal audit function it was agreed that the management function would transfer from the Director of Financial Resources; in keeping with best practice. Following discussions with Allerdale Borough Council and Carlisle City Council, it has been agreed that a shared management arrangement will be entered into.

7. Local Code of Corporate Governance Adoption and Review.

- 7.1 This Local Code of Corporate Governance version 1.2 replaces the version 1.0 Code approved by Audit and Governance Committee on 30 July 2019 , and applies to the Annual Governance Statements prepared for the financial year 2022/23 onwards.
- 7.2 The Local Code will be subject to annual review to ensure its integrity and adequacy, and its effectiveness will be assessed as part of the annual review process that will lead to the production of the Council's Annual Governance Statements from 2022/23 onwards.

8. Copeland Borough Council’s Corporate Governance Framework

8.1 This section of the Local Code demonstrates how Copeland Borough Council aims to work to the principles and sub-principles of good corporate governance.

8.2 Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.

Summary:

Local government organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, they can demonstrate the appropriateness of all their actions and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

| Sub Principles | Council’s Actions and Behaviours | Corporate Governance Framework |
|------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Behaving with integrity</p> <p>Demonstrating strong commitment to ethical values</p> <p>Respecting the rule of law</p> | <ul style="list-style-type: none"> • Ensure that Members and Officers behave with integrity and lead a culture where acting in the public interest is visible and consistently demonstrated thereby protecting the reputation of the Council; • Ensure that Members take the lead in establishing specific standard operating principles or values for the Council and its staff, and that they are communicated and understood. These will build on the Seven Principles of Public Life (the Nolan Principles); • Lead by example and use the above standard operating principles or values as a framework for decision making | <ul style="list-style-type: none"> • The Constitution (regularly reviewed and updated) • Council Values • Officer Code of Conduct • Unacceptable Behaviour Policy • Member Code of Conduct • Officers’ “Aim High Process”, including annual appraisals • Values considered with developing Corporate Strategy and Service Plans • Decision making process for Committees, Members and Officers • Scheme of Delegations to Officers • Committee forward plans, |

| | | |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>and other actions; and</p> <ul style="list-style-type: none"> • Demonstrate, communicate and embed the standard operating principles or values through appropriate policies and processes, which will be reviewed on a regular basis to ensure they are operating effectively. • Seek to establish, monitor and maintain the Council’s ethical standards and performance; • Underpin personal behaviour with ethical values and ensure they permeate all aspects of the Council’s culture and operation; • Develop and maintain robust policies and procedures which place emphasis on agreed ethical values; and • Ensure that external providers of services on behalf of the organisation are required to act with integrity and in compliance with ethical standards expected by the Council. • Ensure Members and Officers demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations; • Create the conditions to ensure that the statutory officers, other key post holders, and Members are able to fulfil their responsibilities in accordance with legislative and regulatory provisions; • Strive to optimise the use of the full powers available for the benefit of residents, communities and other stakeholders; • Deal with breaches of legal and | <p>agendas, reports (which include legal, financial, equalities and risk impact, and minutes (showing decisions taken and declaration of interests)</p> <ul style="list-style-type: none"> • Standards and Ethics Committee • Designated Monitoring Officer • Use of Independent Persons • Financial Regulations • Procurement and Contract Management Strategy • Corporate and HR Policies • Customer relationships and investigating complaints • Gifts and hospitality register • Equality & Diversity Policy • Confidential Reporting (Whistleblowing) Policy • Anti-Fraud and Corruption Policy • National Fraud Initiative • Anti-Money Laundering Policy |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| | regulatory provisions effectively; and <ul style="list-style-type: none"> • Ensure corruption and misuse of power are dealt with effectively. | |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

8.3 Principle B: Ensuring openness and comprehensive stakeholder engagement

Summary:

Local government has responsibility for the public good at its core, organisations therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders.

| Sub Principles | Council’s Actions and Behaviours | Corporate Governance Framework |
|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Ensuring openness and comprehensive stakeholder engagement</p> | <ul style="list-style-type: none"> • Ensure an open culture through demonstrating, documenting and communicating the Council’s commitment to openness; • Make decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption will be for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided; • Provide clear reasoning and evidence for decisions in both public records and explanations to stakeholders and be explicit about the criteria, rationale and considerations used. In due course, the Council will ensure that the impact and consequences of those decisions are clear and use formal and informal consultation and engagement to determine the most appropriate and effective interventions / courses of action. | <ul style="list-style-type: none"> • Elected Mayor’s Public Meetings • Public Consultations for Corporate Strategy • Customer Feedback Procedures and Reports • Human Resources Policies and Procedures • Occupational Health Procedures • Health & Safety Policies & Reporting • Engagement with Trade Unions • Overview & Scrutiny Committee Meeting Minutes, Task Groups and Work Plan • Public Engagement / Consultation • Website publication of information and documents • Partnership Significance Assessment Scoreboard(s) |

| | | |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> • Effectively engage with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably; • Develop formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively; and • Ensure that partnerships are based on trust, a shared commitment to change, a culture that promotes and accepts challenge among partners and that the benefit of partnership working is explicit. <ul style="list-style-type: none"> • Ensure that communication methods are effective and that Members and Officers are clear about their roles with regard to community engagement; • Encourage, collect and evaluate the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs; • Implement effective feedback mechanisms in order to demonstrate how their views have been taken into account; • Balance feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity; and • Take account of the interests of future generations of taxpayers and service users. | <ul style="list-style-type: none"> • Corporate Plan (updated annually) • Joint Strategic Needs Assessment • Public and officer consultations • Employee Surveys • Member Communications/Briefings • Staff “Copeland Chat” • Annual Budget public consultation • Elected Mayor’s Open for Business Conference • Future Opportunities Group (F.O.G.) • Corporate Communications Strategy • Publishing of agenda and minutes • Committee Forward Plans |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

8.4 Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits

Summary:

The long-term nature and impact of many local government responsibilities mean that it should define and plan outcomes, and, that these should be sustainable. Decisions should further the authority’s purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including residents, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.

| Sub Principles | Council’s Actions and Behaviours | Corporate Governance Framework |
|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Defining outcomes in terms of sustainable economic, social and environmental benefits</p> | <ul style="list-style-type: none"> • Have a clear vision, which is in an agreed formal statement of the Council’s purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the Council’s overall strategy, planning and other decisions; • Specify the intended impact on, or changes for, stakeholders including citizens and service users. It could be in the short-term, or, over the course of a year or longer; • Deliver defined outcomes on a sustainable basis within the resources that will be available; • Identify and manage risks to the achievement of outcomes; • Manage service users’ expectations effectively with regard to determining priorities and making the best use of the resources available. • Consider and balance the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision; • Take a longer term view with regard to decision making, taking | <ul style="list-style-type: none"> • Corporate Strategy • Copeland Growth Strategy • Service Plans • Public consultation during annual budget process • Efficiency Plan • Medium Term Financial Strategy • External Audit Review • Audit Committee • Risk Management strategy • Performance and KPI reporting • Resident surveys • Key national data e.g. the Census and Indices of Deprivation • Joint Strategic Needs Assessment • Employee surveys • Equality Impact Needs Assessments • Consideration of Climate and Environmental Impact |

| | | |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>account of risk and acting transparently where there are potential conflicts between the Council's intended outcomes and short-term factors such as the political cycle or financial constraints;</p> <ul style="list-style-type: none">• Determine the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs; and• Ensure fair access to services.• Impact of Covid 19 on delivery of services | <p>in decision making</p> <ul style="list-style-type: none">• Adherence to government protocols and guidance relating to Covid 19 |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|

8.5 Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes

Summary:

Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed continually to ensure that achievement of outcomes is optimised.

| Sub Principles | Council’s Actions and Behaviours | Corporate Governance Framework |
|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Determining the interventions necessary to optimise the achievement of the intended outcomes</p> | <ul style="list-style-type: none"> • Ensure decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore, ensuring best value is achieved however services are provided; • Consider feedback from residents and service users when making decisions about service improvements, or, where services are no longer required, in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts. • Establish and implement robust planning and control cycles that cover strategic and operational plans, priorities and targets; • Engage with internal and external stakeholders in determining how services and other courses of action should be planned and delivered; • Consider and monitor risks facing | <ul style="list-style-type: none"> • Audit Committee • Financial Monitoring Reporting • Financial Planning • MTFS aligning resources to corporate priorities • Service Review Process • Monitoring Process • Quarterly Budget Monitoring • Performance Management and KPI delivery reporting • Internal Audits • Risk Management Strategy • Strategic and operational risk registers • Project Management Framework |

| | | |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| | <p>each partner when working collaboratively including shared risks;</p> <ul style="list-style-type: none"> • Ensure arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances; • Establish appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured; • Ensure capacity exists to generate the information required to review service quality regularly; • Prepare budgets in accordance with organisational objectives, strategies and the medium term financial plan; and • Inform medium and long-term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy. <ul style="list-style-type: none"> • Ensure the medium term financial strategy integrates and balances service priorities, affordability and other resources constraints; • Ensure the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage; and • Ensure the achievement of 'social value' through service planning and commissioning. | |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

8.6 Principle E: Developing the Council’s capacity, including the capability of its leadership and the individuals within it

Summary:

Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mind-set, to operate efficiently and effectively and achieve their intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an authority operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of the leadership of individual staff members. Leadership in local government entities is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.

| Sub Principles | Council’s Actions and Behaviours | Corporate Governance Framework |
|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Developing the Council’s capacity, including the capability of its leadership and the individuals within it.</p> | <ul style="list-style-type: none"> • Review operations, performance and use of assets on a regular basis to ensure their continuing effectiveness; • Improve resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the Council’s resources are allocated so that outcomes are achieved effectively and efficiently; • Recognise the benefits of partnerships and collaborative working where added value can be achieved; and • Develop and maintain an effective workforce plan to enhance the strategic allocation of resources. • Develop protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles | <ul style="list-style-type: none"> • Corporate Performance Management Framework • Regular meetings between Executive and Corporate Leadership Team • Leadership Management Group • Heads of Service Group • Compliance with CIPFA guidance on the “the role of the chief finance officer” and “the role of the head of internal audit” • Partnership Boards • Outside Bodies agenda • Performance Reports • Standards and Ethics Committee • Employees’ / Members’ Code of Conduct • Member Development Programme • Portfolio Holder Meetings • Overview & Scrutiny |

| | | |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>early on in the leadership and that a shared understanding of roles and objectives is maintained;</p> <ul style="list-style-type: none"> • Publish a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body; • Ensure the Elected Mayor and the CEO have clearly defined and distinctive leadership roles within a structure whereby the Corporate Leadership Team leads the Council in implementing strategy and managing the delivery of services and other outputs set by Members and each provides a check and a balance for each other’s authority; • Develop the capabilities of Members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by: <ul style="list-style-type: none"> ○ Ensuring Members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged; ○ Ensuring Members and Officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis; and | <p>Committee Work Plan and Meetings</p> <ul style="list-style-type: none"> • “Aim High” Framework - Individual Appraisals • Workforce Strategy • Benchmarking and research • New employee induction programme • Member Development Programme • Job Descriptions and Person Specifications for all employees • Scheme of Delegations to Officers • Employee Training Directory • Succession planning • Public and officer consultations • Employee surveys • Mandatory training i.e. GDPR • Corporate and HR policies and procedures, including those to support health and wellbeing. • Regular communication to employees and members pertaining to any relevant Covid 19 protocols |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| | <ul style="list-style-type: none">○ Ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external.● Ensure that there are structures in place to encourage public participation.● Take steps to consider the leadership's own effectiveness and ensure leaders are open to constructive feedback from peer review and inspections;● Hold staff to account through regular performance reviews which take account of training or development needs; and● Ensure arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing. | |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

8.7 Principle F: Managing risks and performance through robust internal control and strong public financial management

Summary:

Local government needs to ensure that the organisations and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. Risk should be considered, and addressed, as part of all decision-making activities. A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability. It is also essential that a culture and structure for scrutiny be in place as a key part of accountable decision-making, policymaking and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.

| Sub Principles | Council's Actions and Behaviours | Corporate Governance Framework |
|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Managing risks and performance through robust internal control and strong public financial management</p> | <ul style="list-style-type: none"> • Recognise that risk management is an integral part of all activities and must be considered in all aspects of decision making; • Implement robust and integrated risk management arrangements and ensure that they are working effectively; and • Ensure that responsibilities for managing individual risks are clearly allocated. • Monitor service delivery effectively including planning, specification, execution and independent post-implementation review; • Make decisions based on relevant, clear, objective analysis and advice, pointing out the implications and risks inherent in the Council's financial, social and environmental position and outlook; | <ul style="list-style-type: none"> • Risk Management Framework • Strategic and Operational Risk Management Registers • Risks jointly owned by Members and officers • Service risk registers • CLT Horizon scanning • Corporate Project Management Framework • Corporate Complaints Policy • Theme based Overview and Scrutiny Committees • Internal Audit Function operating to Public Sector Internal Audit Standards • Risk-Based Annual Audit Plan and Key Assurance Work |

| | | |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> • Ensure an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the Council’s performance and that of any organisation for which it is responsible; • Provide Members and senior management with regular reports on service delivery plans and on progress towards outcome achievement; and • Ensure there is consistency between specification stages (such as budgets) and post-implementation reporting (e.g. financial statements). • Align the risk management strategy and policies on internal control with achieving objectives; • Evaluate and monitor the Council’s risk management and internal control arrangements on a regular basis; • Ensure effective counter fraud and anti-corruption arrangements are in place; • Ensure additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor; • Ensure an Audit Committee which is independent of the Executive and accountable to the Council: <ul style="list-style-type: none"> ○ Provides a further source of effective assurance regarding arrangement for managing risk and maintaining an effective control environment; and ○ That its recommendations | <ul style="list-style-type: none"> • Internal Audit Managers Annual Report to Audit Committee • Anti-Fraud and Corruption Policy • Compliance with Code of Practice on Managing the Risk of Fraud and Corruption • Annual Governance Statement • Audit Committee with Independent Chair • Information Governance Policy • Corporate Governance Policy • Medium Term Financial Strategy, aligning resources to corporate priorities • Financial Monitoring Reports • Financial Regulations and Contract Standing Orders • Performance and Contract Management Strategy • Commercial Strategy • Strategic Asset Management Plan • Treasury Management Strategy |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| | <p>are listened to and acted upon.</p> <ul style="list-style-type: none">• Ensure effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data;• Ensure effective arrangements are in place and operating effectively when sharing data with other bodies; and• Review and audit regularly the quality and accuracy of data used in decision-making and performance monitoring.• Ensure financial management supports both long term achievement of outcomes and short-term financial and operational performance; and• Ensure well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls. | |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

8.8 Principle G: Implementing good practices in transparency, reporting and audit to deliver effective accountability

Summary:

Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned with not only reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.

| Sub Principles | Council’s Actions and Behaviours | Corporate Governance Framework |
|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Implementing good practices in transparency reporting, and audit to deliver effective accountability</p> | <ul style="list-style-type: none"> • Write and communicate reports for the public and other stakeholders in a fair, balanced and understandable style appropriate to the intended audience ensuring that they are easy to access and interrogate; • Strike a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand. • Report at least annually on performance, value for money and the stewardship of its resources to stakeholders in a timely and understandable way; • Ensure Members and senior management own the results; • Ensure robust arrangements for assessing the extent to which the principles contained in this Framework have been applied and publish the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (Annual Governance Statement); • Ensure that the Framework is | <ul style="list-style-type: none"> • Forward Plans, agendas and key decisions and minutes for all Committee meetings available publically via ModGov on Council’s internet site • Work plan and meetings of the Overview & Scrutiny Committee • Audit Committee • Annual Financial Statements • External Audit Reports: Audit Findings Report, Annual Audit Letter and Certification Report • External Reviews: Corporate Peer Challenge, IPCO Audit etc. • Annual Governance Statement • Internal Audit Function operating to Public Sector Internal Audit Standards • Risk-Based Annual Audit Plan and Key Assurance Work • Internal Audit recommendation implementation reported to Audit Committee • Information Management Strategy |

| | | |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>applied to jointly managed or shared service organisations as appropriate;</p> <ul style="list-style-type: none"> • Ensure the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations. • Ensure that recommendations for corrective action made by external audit are acted upon; • Ensure an effective internal audit service with direct access to Members is in place which provides assurance with regard to governance arrangements and that recommendations are acted upon; • Welcome peer challenge, reviews and inspections from regulatory bodies and implement recommendations; • Gain assurance on risks associated with delivering services through third parties and evidence this in the Annual Governance Statement; • Ensure that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met. | <ul style="list-style-type: none"> • Confidential Reporting (Whistleblowing) Policy in place • Arrangements in place for the discharge of duties for the posts of Head of Paid Service, Monitoring Officer, Chief Finance Officer • Legislative requirements of posts are highlighted • Training needs assessments via appraisals • Continuing professional development |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

