

Appendix 1



LOCAL CODE OF GOVERNANCE

Produced by: Assistant Director for Policy, Performance & Customer

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Audit Committee: March 2026

What do we mean by governance?

Good governance is about how local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest, and accountable manner. It comprises the systems and processes, and cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with, and lead their communities.

Good governance leads to good management, good performance, good stewardship of public money, good public engagement and, ultimately, good outcomes for citizens and service users. Good governance enables an authority to pursue its vision effectively as well as underpinning that vision with mechanisms to control and manage risk. All authorities should aim to meet the highest standards, and governance arrangements should not only be sound but also perceived to be sound.

The Council recognises that achieving high standards of governance gives confidence to stakeholders and allows the Council to undertake its community leadership role more effectively.

Purpose of the Governance Framework

Castle Point Borough Council (the Council) is accountable for the proper conduct of public business. This means ensuring that it operates in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively.

In doing this, each local government body operates using a governance framework that brings together an underlying set of values, legislative requirements, governance principles and business processes that enables it to achieve its aims and objectives.

This Local Code of Governance (the Code) sets out the governance framework adopted by the Council in line with good practice guidance¹, including the seven core principles that underpin it. The governance framework established is proportionate to the overall risk environment facing the Council.

These principles should be considered in the light of the four key roles for local authorities, as set out in the same good practice guidance, which are:

- to engage in effective partnerships and provide leadership for and with the community
- to ensure the delivery of high-quality local services whether directly or in partnership or through commissioning
- to perform a stewardship role which protects the interests of local people and makes the best use of resources
- to develop citizenship and local democracy.

¹ Chartered Institute of Public Finance and Accountancy (CIPFA) / Society of Local Authority Chief Executives and Senior Managers (SOLACE) publication: *Delivering Good Governance in Local Government - Framework (2016) (CIPFA Framework) and Addendum (2025)*, reflecting the seven core principles from *The International Framework: Good Governance in the Public Sector* (2014) by CIPFA / IFAC.

The Council then discharges accountability for the proper conduct of public business, through the publication of an annual governance statement that will make the adopted practice open and explicit².

This Code sets out:

- accountability as well as the principles and values by which the Council operates;
- how the principles are put into practice in order to enable service delivery to reflect community need and how ongoing assurance is obtained that demonstrates effective operation of these principles throughout the year;
- the annual and ongoing reporting processes; and
- how the Code is communicated to members, staff and other relevant parties.

Accountability

The Council delegates responsibility for independently checking that an effective governance framework (which includes a sound system of internal control) exists and operates effectively throughout the year to the Audit and Governance Committee.

The Leader and Chief Executive of the Council:

- are accountable for ensuring good governance in their authority
- sign the Annual Governance Statement on behalf of the Council.

Principles

At an organisational level, the Council has adopted the following seven core principles from the CIPFA/SOLACE Framework as the basis on which it wants to operate as outlined in Figure 1 below.

- A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- B. Ensuring openness and comprehensive stakeholder engagement
- C. Defining outcomes in terms of sustainable economic, social and environmental benefits
- D. Determining the interventions necessary to optimise the achievement of the intended outcomes
- E. Developing the entity's capacity, including the capability of its leadership and the individuals within it
- F. Managing risks and performance through robust internal control and strong public financial management
- G. Implementing good practices in transparency, reporting and audit to deliver effective accountability

² The May 2025 Addendum to the Chartered Institute of Public Finance and Accountancy (CIPFA) / Society of Local Authority Chief Executives and Senior Managers (SOLACE) publication: *Delivering Good Governance in Local Government - Framework (2016) (CIPFA Framework)* sets out more specific guidance about the annual governance statement which will be complied with in the Council's annual governance statement for 2025/26 onwards.

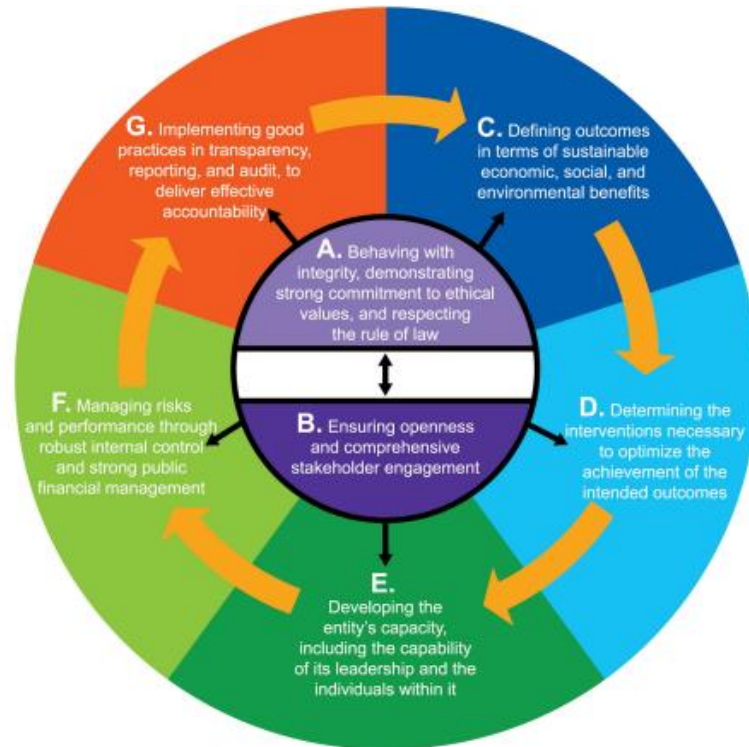


Figure 1 Seven core principles for the CIPFA/SOLACE Framework (2016)

Appendix A to this Code expands on these core principles to show how they will be applied in practice.

These put high standards of conduct and leadership at the heart of good governance, placing responsibility on members and employees to demonstrate leadership by behaving in ways that exemplify high standards of conduct and so set the tone for the rest of the organisation.

Values

In discharging their roles and implementing the principles outlined above **at an individual level**, members and employees are expected to adopt:

- the ***Nolan Committee's Seven Principles of Public Life***, as outlined at **Appendix B**;
- the ***Council's own values*** as outlined below.
 - **Customer Focus:** We are service delivery focused and put the customer at the centre of what we do
 - **Trust:** Our customers, members and colleagues have confidence that we will do what we say
 - **Improving & Learning:** We are continuously learning and innovating as we strive to improve our services to meet the needs of our customers
 - **Respect:** We create trusted and enduring relationships with our customers, colleagues and communities

This will ensure that their own conduct complies with these overarching good governance principles.

Putting the Principles into Practice

All organisations, whether public or private, large or small, need to operate the same core set of business processes in order to enable them to set and deliver their vision, aims and objectives. These processes are explained in **Appendix C** and structured below under the four main management activities that all successful organisations discharge well.

Managing Customers

- Consultation and Engagement
- Complaints

Managing People

- Workforce management
- Health and Safety
- Ethical Governance, including Fraud & Corruption and Whistleblowing

Managing Performance

- Corporate Performance Management
- Data Quality
- Risk Management
- Business Continuity
- Project Management

Managing Resources

- Business Planning and Strategy, including Partnerships
- Financial Planning, Reporting, and Budgetary Control, including Value for Money
- Asset Management
- Information Governance
- Procurement

Whilst the above sets out the processes that need to be in place to demonstrate good governance arrangements, it does not explain what this looks like in practice; this detail is held in the Manager Assurance Statements, alongside further guidance to managers to assist them to complete these (see section on Management Assurance on page 9).

The Council also has a specific responsibility for ensuring that:

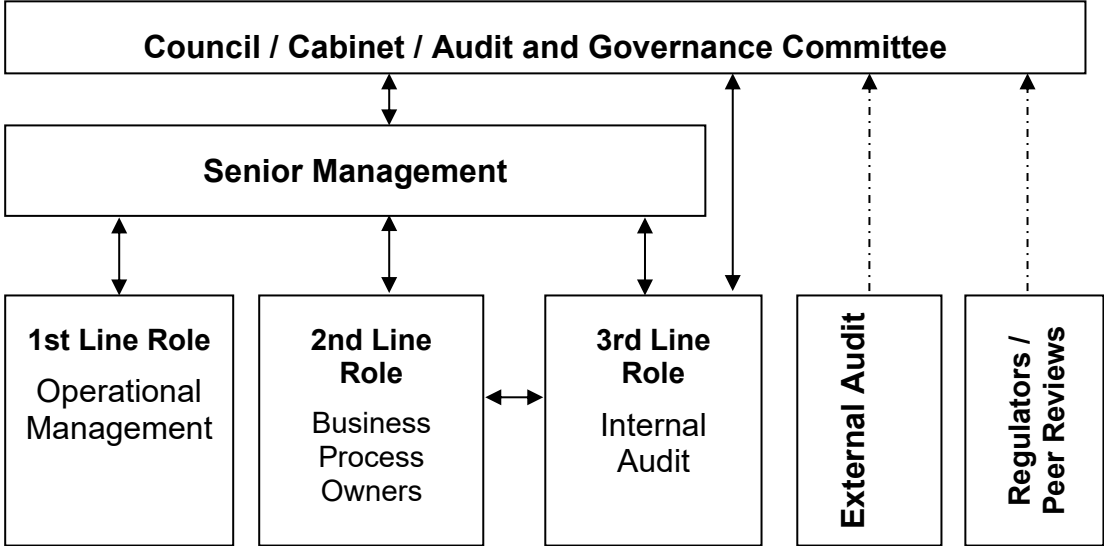
- the financial management of the body is adequate
- it has a sound system of internal control which facilitates the effective exercise of its functions, and which includes its arrangements for the management of risk.

All services are responsible for maintaining proportionate but sound operational procedures and processes that adequately mitigate risks that may result in a service failure or the failure to deliver service objectives.

Application of the framework should put the Council in a strong position to successfully deliver its vision, aims and objectives.

Evidencing Effective Implementation

In order to ensure that the governance framework set out above is in place and operating properly throughout the year, the Council has adopted the concept contained in the “Three Lines Of Defence”³ model – which in recent years has evolved to emphasize collaboration and shared accountability, rather than just “defence” – as shown below.



System of Internal Control

Within this approach, it is incumbent on all employees to ensure that:

- sufficient checks (controls) are built into all systems, processes and activities to ensure that they consistently and effectively deliver the objectives required of them (risk management and mitigation)
- they obtain sufficient assurance throughout the year (key management controls) that these checks are operating as they should and therefore that the objectives of the systems, processes and activities are being delivered

Ongoing assurance that the governance framework is being applied is obtained via:

The first line role which is:

Operational management, who are **responsible** for the effective and consistent application of these requirements in their area of operation (which includes both behavioural as well as procedural arrangements)

³ Based upon general industry good practice, more specifically guidance issued by the Institute of External Auditors in *The IIA’s Three Lines Model: An Update of the Three Lines of Defence (September 2024)*

The second line role which is:

The 'owner' of the business process who is **accountable** for the overall operation of the corporate management or service specific process and should ensure that:

- it is fit for purpose (e.g. based upon relevant good practice), regularly reviewed and approved by senior management and members
- it is constructed so that assurance of its application is easily produced i.e. as 'business as usual'
- there are proportionate and cost-effective mechanisms in place to enable them to confirm that operational managers are applying it effectively and consistently
- informative, regular and timely reports are provided to senior management and councillors to confirm the process has been operating effectively and consistently, identifying any remedial actions required should this not be the case.

The third line role which is:

Internal Audit who provide **independent assurance** to senior management and the Audit and Governance Committee, on how effectively the first and second lines of defence have been operating.

Other Potential Assurance

This can be obtained from external sources such as external audit, regulators and peer review, and is considered as a fourth line role.

Key Committees

Full Council is responsible for ensuring the organisation has good governance arrangements. It can discharge this duty itself or delegate this role to a committee although accountability for this remains with Council.

Although the Council has delegated this function to the Audit and Governance Committee, there are additional member groups (other than Full Council) that have a significant role to play within the governance framework:

- **Cabinet** is responsible for leading the community and organisational planning process, setting the policy framework, priorities and budget, and monitoring performance;
- **Standards Committee** responsibilities include promoting and maintaining high standards of conduct by members and hearing and determining complaints about members;
- **Overview & Scrutiny Committees (inc. sub-committees)** are responsible for the review and development of policies and strategies and undertake specific development work at the request of Cabinet;
- **Audit and Governance Committee** is responsible for independently checking that appropriate governance arrangements (including the system of internal control) are in place, operating effectively throughout the year and that actions required to strengthen these arrangements are addressed, in a timely manner. Its work programme is designed to provide it with sufficient assurance to conclude that the

Annual Governance Statement accurately reflects the governance arrangements as operated for the year in question;

This means that it is necessary sometimes for information to go to more than one committee in order for them to discharge their respective responsibilities.

There are also key Statutory Officer roles in the organisation that support the governance framework:

- The **Head of Paid Service** (in practice this is usually the Chief Executive) is responsible for ensuring that all the local authority's functions are properly co-ordinated as well as organising staff and appointing appropriate management.
- **The Monitoring Officer** is responsible for promoting and maintaining high standards of conduct by the members and co-opted members, and assisting them to observe the Council's Code of Conduct; and
- **The Section 151 Officer** is responsible for the proper administration of the Council's financial affairs and is required to report to all members if there is, or is likely to be, unlawful expenditure or an unbalanced budget.

Good Governance Group

The Council has a Good Governance Group that works collectively to oversee the delivery of the governance framework. This Group comprises the Head of Internal Audit and Assistant Directors who are the owners of the key business processes. The findings of the group are reported to the Senior Leadership Team and the Audit and Governance Committee through the twice-yearly governance monitoring reports and the Annual Governance Statement.

Review and Reporting

Annual Review and Reporting

Local Authorities are required to undertake an annual review of their governance arrangements and assurance that they are:

- up to date, fit for purpose and comply with the CIPFA Framework;
- consistently applied across the organisation at all service levels; and
- being strengthened as necessary where improvement opportunities have been identified.

The Annual Governance Statement should be reported to the Audit and Governance Committee, be made available to the Council when included as part of the Annual Statement of Accounts, and externally when the Annual Statement of Accounts is published on the Council's website.

Annual assurance is also provided by management as well as internal and external audit.

Management Assurance

Management contribute to this annual requirement by asking for assurance from:

- operational managers who confirm the degree to which key business processes have been applied in their service areas throughout the year

- the owners of key business processes regarding the adequacy of and compliance with these arrangements, through their contributions to the two governance monitoring reports over the year plus through the Annual Governance Statement

Members of the Good Governance Group – as the owners of key business processes – will challenge the assessments provided in the Manager Assurance Statements when meeting to agree on the assessments for each governance process to feed into the Annual Governance Statement, highlighting any areas that require senior management attention.

The Head of Paid Service will undertake to confirm that the structure and resources are in place to deliver. The Section 151 Officer will undertake to confirm proper management of the Council's finances. The Monitoring Officer will undertake to confirm the successful transaction of Council business over the year.

Other management assurance is provided by:

- annual reports on:
 - the Council's risk management arrangements (including those relating to fraud and corruption)
 - compliance with the treasury management policy
- the approval of the financial statements
- Self-assessments by the Head of Paid Service, the Monitoring Officer, the Section 151 Officer and the Head of Internal Audit all contained within the Annual Governance Statement.

Independent Assurance

This assurance primarily takes the form of:

- the Head of Internal Audit's annual report, which includes an opinion on the overall system of internal control and whether the internal audit function has complied with professional standards; and
- the external auditor's Annual Governance Report to Those Charged with Governance.

Annual Governance Statement

The Annual Governance Statement is produced by the Good Governance Group and considered by the Senior Leadership Team before being reported to the Audit and Governance Committee. The Audit and Governance Committee considers whether the Annual Governance Statement accurately reflects its understanding of how the Council's governance arrangements have operated for the year in question. It either approves the Annual Governance Statement or recommends it to Council for approval.

The Annual Governance Statement is signed by the Leader and the Chief Executive on behalf of the Council as part of the approved statement of accounts.

Ongoing Review and Reporting

The 2025 Addendum to the Chartered Institute of Public Finance and Accountancy (CIPFA) / Society of Local Authority Chief Executives and Senior Managers (SOLACE) publication: *Delivering Good Governance in Local Government – Framework* emphasises the need for continuous review of governance processes through the year, not just an annual review and report.

In addition to supporting the production of the Annual Governance Statement, the Good Governance Group helps to monitor and flag, throughout the year, any areas within the governance framework that require improvement; this is through twice-yearly monitoring reports to the Senior Leadership Team and to the Audit and Governance Committee.

Further ongoing assurance is also provided through the Head of Internal Audit's quarterly progress report against delivery of the Audit Strategy, as well as a quarterly reports on the implementation of audit recommendations and agreed management action.

Communication of this Code

This Code is available on the Council's website. It is therefore accessible to all employees, members, the public and other stakeholders.

In addition to operational managers in their "1st Line Role", all employees have a part to play in supporting this governance framework through understanding the importance of compliance with policies and procedures, and flagging to the organisation when these are not working effectively. Training on aspects of the governance framework or the application of key business processes is provided as required by the role.

The Assistant Director, Policy Performance & Customer can be contacted at bbrook@castlepoint.gov.uk with any queries regarding the Code.

Appendix A to the Local Code of Governance

Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

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

Supporting Principle	The Council will:	Evidenced through:
1. Behaving with Integrity	<ul style="list-style-type: none"> • Ensure members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation 	<ul style="list-style-type: none"> • Code of Conduct for Members • Code of Conduct for Employees • Standards Committee
2. Demonstrating strong commitment to ethical values	<ul style="list-style-type: none"> • Seek to establish, and maintain the organisation’s ethical standards and monitor performance against these standards 	<ul style="list-style-type: none"> • Counter-fraud arrangements • Gift and Hospitality policy • Register of Interests • Employee declaration or interests • Employees values • Partnership agreements, Service Level Agreements, Contracts clauses
	<ul style="list-style-type: none"> • Underpin personal behaviour with ethical values and ensure they permeate all aspects of the organisation’s culture and operation 	
	<ul style="list-style-type: none"> • Develop and maintain robust policies and procedures which place emphasis on agreed ethical values 	
	<ul style="list-style-type: none"> • 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 organisation 	
3. Respecting the rule of law	<ul style="list-style-type: none"> • Ensure members and officers demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations 	<ul style="list-style-type: none"> • Constitution • Legal implications in committee reports – reviewed by Monitoring Officer • Standards Committee • Disciplinary policy and procedures • Induction training
	<ul style="list-style-type: none"> • 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 requirements 	
	<ul style="list-style-type: none"> • Strive to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders 	

Appendix A to the Local Code of Governance
Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

Supporting Principle	The Council will:	Evidenced through:
	<ul style="list-style-type: none"> • Deal with breaches of legal and regulatory provisions effectively 	
	<ul style="list-style-type: none"> • Ensure corruption and misuse of power are dealt with effectively. 	

Appendix A to the Local Code of Governance

Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

Core Principle B: Ensuring openness and comprehensive stakeholder engagement

Supporting Principle	The Council will:	Evidenced through:
1. Openness	<ul style="list-style-type: none"> • Ensure an open culture through demonstrating, documenting and communicating the organisation's commitment to openness 	<ul style="list-style-type: none"> • Committee meetings are live-streamed • Decisions made by committees are published • Committee reports include options considered • Data Protection Impact Assessments and Equality Impact Assessments completed • Records of consultations undertaken
	<ul style="list-style-type: none"> • Make decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided 	
	<ul style="list-style-type: none"> • Provide clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear 	
	<ul style="list-style-type: none"> • Use formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action 	
2. Engaging comprehensively with institutional stakeholders	<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 	<ul style="list-style-type: none"> • Records of consultations undertaken • Partnership register • Service Level Agreements
	<ul style="list-style-type: none"> • Develop formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively 	

Appendix A to the Local Code of Governance
Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

Supporting Principle	The Council will:	Evidenced through:
	<ul style="list-style-type: none"> • Ensure that partnerships are based on: <ul style="list-style-type: none"> ○ trust ○ a shared commitment to change ○ a culture that promotes and accepts challenge among partners <p>and that the added value of partnership working is explicit</p>	
<p>3. Engaging with individual citizens and service users effectively.</p>	<ul style="list-style-type: none"> • Establish a clear policy on the type of issues that the organisation will meaningfully consult with or involve communities, individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes 	<ul style="list-style-type: none"> • Consultation and engagement plans • Consultation results reflected in report and decisions made • Consultation feedback
	<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. 	
	<ul style="list-style-type: none"> • Encourage, collect and evaluate the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs. 	
	<ul style="list-style-type: none"> • Implement effective feedback mechanisms to demonstrate how views have been taken into account. 	
	<ul style="list-style-type: none"> • Balance feedback from more active and vocal stakeholder groups with other stakeholder groups to ensure inclusivity 	
	<ul style="list-style-type: none"> • Take account of the impact of decisions on future generations of taxpayers and service users 	

Appendix A to the Local Code of Governance

Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

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

Supporting Principle	The Council will:	Evidenced through:
1. Defining Outcomes	<ul style="list-style-type: none"> Produce a corporate plan with a clear vision, which is an agreed formal statement of the organisation’s purpose and intended outcomes containing appropriate performance indicators, which provide the basis for the organisation’s overall strategy, planning and other decisions 	<ul style="list-style-type: none"> Community Commitment – Administration’s priorities Corporate Plan Medium-term Financial Strategy Corporate Risk Register
	<ul style="list-style-type: none"> Specify the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer 	
	<ul style="list-style-type: none"> Deliver defined outcomes on a financially sustainable basis within the resources that will be available 	
	<ul style="list-style-type: none"> Identify and manage risks to the achievement of outcomes 	
	<ul style="list-style-type: none"> Manage service users’ expectations effectively with regard to determining priorities and making the best use of the resources available 	
2. Sustainable economic, social and environmental benefits	<ul style="list-style-type: none"> Consider and balance the combined economic, social and environmental impact of policies and plans when taking decisions about service provision 	<ul style="list-style-type: none"> Environmental impact considered in committee reports Annual budgets and Medium-term Financial Strategy Equality Impact Assessments
	<ul style="list-style-type: none"> Take a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation’s intended outcomes and short-term factors such as the political cycle or financial constraints 	
	<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 	

Appendix A to the Local Code of Governance
Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

Supporting Principle	The Council will:	Evidenced through:
	<ul style="list-style-type: none">• Ensure fair and equitable access to services	

Appendix A to the Local Code of Governance

Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

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

Supporting Principle	The Council will:	Evidenced through:
1. Determining Interventions	<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 associated risks. Therefore, ensuring best value is achieved however services are provided 	<ul style="list-style-type: none"> Detailed committee reports include options considered Consultation and engagement results
	<ul style="list-style-type: none"> Consider feedback from citizens 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 	
2. Planning Interventions	<ul style="list-style-type: none"> Establish and implement robust planning and control cycles that cover strategic and operational plans, priorities and targets 	<ul style="list-style-type: none"> Corporate Plan Service Plans Consultation and engagement Risk registers Performance management arrangement Annual budget setting process Medium-term Financial Strategy
	<ul style="list-style-type: none"> Engage with internal and external stakeholders in determining how services and other courses of action should be planned and delivered 	
	<ul style="list-style-type: none"> Consider and monitor risks facing each partner when working collaboratively, including shared risks 	
	<ul style="list-style-type: none"> Ensure arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances 	
	<ul style="list-style-type: none"> 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 	
	<ul style="list-style-type: none"> Ensure capacity exists to generate the information required to review service quality regularly 	

Appendix A to the Local Code of Governance

Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

Supporting Principle	The Council will:	Evidenced through:
	<ul style="list-style-type: none"> • Prepare budgets in accordance with objectives, strategies and the medium-term financial plan 	
	<ul style="list-style-type: none"> • Inform medium- and long-term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy 	
3. Optimising the achievement of intended outcomes	<ul style="list-style-type: none"> • Ensure the medium-term financial strategy integrates and balances service priorities, affordability and other resource constraints 	<ul style="list-style-type: none"> • Medium-term Financial Strategy • Annual budget setting process • Procurement procedures consider social value (in line with Procurement Act 2023)
	<ul style="list-style-type: none"> • Ensure the budgeting process is all-inclusive, taking into account the full cost of operations over the medium- and longer-term 	
	<ul style="list-style-type: none"> • 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 	
	<ul style="list-style-type: none"> • Ensure the achievement of 'social value' through service planning and commissioning 	

Appendix A to the Local Code of Governance

Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

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

Supporting Principle	The Council will	Evidenced through:
1. Developing the entity’s capacity	<ul style="list-style-type: none"> • Review operations, performance and use of assets on a regular basis to ensure their continuing effectiveness. 	<ul style="list-style-type: none"> • Performance management arrangements • Asset Management Strategy and Plan • Partnership arrangements • Workforce Plan
	<ul style="list-style-type: none"> • Improve resource use through appropriate application of techniques such as benchmarking and other options in order to determine how resources are allocated so that defined outcomes are achieved effectively and efficiently 	
	<ul style="list-style-type: none"> • Recognise the benefits of partnerships and collaborative working where added value can be achieved 	
	<ul style="list-style-type: none"> • Develop and maintain an effective workforce plan to enhance the strategic allocation of resources 	

Appendix A to the Local Code of Governance

Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

Supporting Principle	The Council will	Evidenced through:
2. Develop the capability of the entity's leadership and other individuals.	<ul style="list-style-type: none"> • Develop protocols to ensure that elected and appointed leaders engage with each other regarding their respective roles early on in the relationship and that a shared understanding of respective roles and objectives is maintained 	<ul style="list-style-type: none"> • Constitution (sets out respective roles) • Political Leadership Team • Member induction an ongoing training • Leadership development programme • Training programmes • Induction training • Learning and development plan • Personal development plans • Corporate Peer Challenge • Employee performance management process (monthly meetings, mid-year and year-end reviews) • Health and wellbeing policies, including support programmes
	<ul style="list-style-type: none"> • Maintain a Council constitution that specifies the type of decisions that are delegated and those that are reserved for the collective decision making of the government body 	
	<ul style="list-style-type: none"> • Ensure the Leader and Deputy Leader and the Chief Executive have clearly defined and distinctive leadership roles within a structure whereby the Chief Executive leads 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 	

Appendix A to the Local Code of Governance

Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

Supporting Principle	The Council will	Evidenced through:
	<ul style="list-style-type: none"> • Develop the capabilities of members and senior management to achieve effective 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 officers 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 ○ ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external 	
	<ul style="list-style-type: none"> • Take steps to consider the leadership’s own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections 	
	<ul style="list-style-type: none"> • Hold staff to account through regular performance reviews which take account of training or development needs 	

Appendix A to the Local Code of Governance
Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

Supporting Principle	The Council will	Evidenced through:
	<ul style="list-style-type: none"> • 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 	

Appendix A to the Local Code of Governance

Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

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

Supporting Principle	The Council will	Evidenced through:
1. Managing Risk	<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 	<ul style="list-style-type: none"> • Risk management strategy • Corporate Risk Register • Service Risk Registers • Project Risk Registers
	<ul style="list-style-type: none"> • Implement robust and integrated risk management arrangements and ensuring that they are working effectively 	
	<ul style="list-style-type: none"> • Ensure that responsibilities for managing individual risks are clearly allocated 	
2. Managing Performance	<ul style="list-style-type: none"> • Monitor service delivery effectively including planning, specification, execution and post implementation review 	<ul style="list-style-type: none"> • Performance management procedure, including use of software to support • Detailed committee reports with options considered and implications sections • Overview & Scrutiny Committee meetings and workplan • Corporate Performance Scorecard reports • Financial reporting • Project Board
	<ul style="list-style-type: none"> • Make decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook 	
	<ul style="list-style-type: none"> • Ensure an effective scrutiny or oversight function is in place which provides constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible 	
	<ul style="list-style-type: none"> • Provide members and senior management with regular reports on service delivery plans and on progress towards outcome achievement 	
	<ul style="list-style-type: none"> • Ensure there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements) 	

Appendix A to the Local Code of Governance

Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

Supporting Principle	The Council will	Evidenced through:
3. Robust Internal Control.	<ul style="list-style-type: none"> • Align the risk management strategy and policies on internal control with achieving objectives 	<ul style="list-style-type: none"> • Risk management strategy • Governance monitoring reports, including Annual Governance Statements • Audit & Governance Committee meetings and workplan
	<ul style="list-style-type: none"> • Evaluate and monitor risk management and internal control on a regular basis 	
	<ul style="list-style-type: none"> • Ensure additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor 	
	<ul style="list-style-type: none"> • Ensure an Audit and Governance Committee, which is independent of the executive and accountable to the governing body: <ul style="list-style-type: none"> ○ provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment ○ that its recommendations are listened to and acted upon 	
4. Managing Data.	<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 	<ul style="list-style-type: none"> • Information governance policies and procedures • Data sharing protocols • Data quality considerations in performance reporting
	<ul style="list-style-type: none"> • Ensure effective arrangements are in place and operating effectively when sharing data with other bodies 	
	<ul style="list-style-type: none"> • Review and audit regularly the quality and accuracy of data used in decision making and performance monitoring 	
	<ul style="list-style-type: none"> • Ensure financial management supports both long-term achievement of outcomes and short-term financial and operational performance 	<ul style="list-style-type: none"> • Annual budgets setting

Appendix A to the Local Code of Governance

Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

Supporting Principle	The Council will	Evidenced through:
5. Strong Public Financial Management	<ul style="list-style-type: none"> • Ensure well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls 	<ul style="list-style-type: none"> • Medium-term Financial Strategy • Financial implications in committee reports

Appendix A to the Local Code of Governance

Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

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

Supporting Principle	The Council will:	Evidenced through:
1. Implementing good practice in transparency	<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 and ensuring that they are easy to access and interrogate 	<ul style="list-style-type: none"> • Committee report templates • Options considered • Report writing training
	<ul style="list-style-type: none"> • 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 	
2. Implementing good practice in reporting	<ul style="list-style-type: none"> • Report at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way 	<ul style="list-style-type: none"> • Quarterly corporate performance scorecard reports • Quarterly financial reports • Twice-yearly governance monitoring reports • Annual Governance Statement • Statement of Accounts (includes performance information) • External audit reports (and evidence that recommendation acted upon)
	<ul style="list-style-type: none"> • Ensure members and senior management own the results reported 	
	<ul style="list-style-type: none"> • Ensure robust arrangements for assessing the extent to which the principles contained in this Code have been applied, and publishing the results on this assessment, including an action plan for improvement and evidence to demonstrate good governance (through an annual governance statement) 	
	<ul style="list-style-type: none"> • Ensure that this Code is applied to jointly managed or shared service organisations as appropriate 	
	<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 	
	<ul style="list-style-type: none"> • Ensure that recommendations for corrective action made by external audit are acted upon 	

Appendix A to the Local Code of Governance

Core Principals from CIPFA/Solace Delivering Good Governance in Local Government: Framework (2016)

Supporting Principle	The Council will:	Evidenced through:
3. Assurance and effective accountability	<ul style="list-style-type: none"> • Ensure an effective internal audit service with direct access to members is in place, providing assurance with regard to governance arrangements and that recommendations are acted upon 	<ul style="list-style-type: none"> • Internal Audit provided through agreement with neighbouring local authority • Engagement in LGA's Corporate Peer Challenge • Contract management arrangements • Partnership agreements and Service Level Agreements
	<ul style="list-style-type: none"> • Welcome peer challenge, reviews and inspections from regulatory bodies and implementing recommendations 	
	<ul style="list-style-type: none"> • Gain assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement 	
	<ul style="list-style-type: none"> • Ensure that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met 	

Appendix B to the Local Code of Governance: Nolan Committee's Principles of Public Life

Introduction

The Council has set out the principles of good governance it applies in its Local Code of Governance which is consistent with the CIPFA / SOLACE Guidance Delivering Good Governance in Local Government Framework (2016).

However, members and employees are required to comply with the Nolan Committee's *Seven Principles of Public Life*, as set out below, to ensure that their own conduct complies with these overarching good governance principles. Both the Councillor Code of Conduct and the Employee Code of Conduct refer directly to these principles.

Selflessness

Holders of public office should take decisions solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

Appendix C to the Local Code of Governance: How to Run a Successful Organisation

What do you need to do?	Key Business Process	CIPFA / Solace Core Principle
Find out what your customers think about your service and any improvements they might want.	Consultation and Engagement	B. Ensure openness and comprehensive stakeholder engagement
Produce a plan outlining how you are going to meet service users' needs.	Business Planning and Strategy, including Partnerships	C. Defining outcomes in terms of sustainable, economic, social and environmental benefits D. Determining the interventions necessary to optimise the achievement of the intended outcomes
Identify what people you are going to need to deliver this plan, including working in partnership with others.		
Calculate how much this is going to cost and understand how much money you have to spend.	Financial Planning, Reporting and Budgetary Control, including Value for Money	D. Determining the interventions necessary to optimise the achievement of the intended outcomes F. Managing risks and performance through robust internal control and strong public financial management
Identify how you are going to finance this		
Manage your assets to ensure they are fit for purpose and support your objectives.	Asset Management	D. Determining the interventions necessary to optimise the achievement of the intended outcomes F. Managing risks and performance through robust internal control and strong public financial management

Appendix C to the Local Code of Governance: How to Run a Successful Organisation

What do you need to do?	Key Business Process	CIPFA / Solace Core Principle
Understand where things could go wrong and cause you problems in delivering your services	Risk Management	F. Managing risks and performance through robust internal control and strong public financial management
Understand the obligation imposed on managers to give effect to such arrangements for the effective planning, organisation, control, monitoring and review of the preventive and protective measures.	Health & Safety	F. Managing risks and performance through robust internal control and strong public financial management
Understand and plan how your part of the business will continue to provide a service in difficult, non 'business as usual' circumstances	Business Continuity	D. Determining the interventions necessary to optimise the achievement of the intended outcomes
Manage activities on a day-to-day basis	Performance Management	B. Ensure openness and comprehensive stakeholder engagement
Report publicly that you are delivering against the objectives and performance standards set, and are open to challenge and scrutiny of performance		D. Determining the interventions necessary to optimise the achievement of the intended outcomes F. Managing risks and performance through robust internal control and strong public financial management
Ensure that the information you use to decide whether you are delivering what is expected is complete and accurate	Data Quality	F. Managing risks and performance through robust internal control and strong public

**Appendix C to the Local Code of Governance:
How to Run a Successful Organisation**

What do you need to do?	Key Business Process	CIPFA / Solace Core Principle
		financial management G. Implementing good practices in transparency, reporting and audit to deliver effective accountability
Ensure that you are not holding information about others you should not be, that it is secure and is not being used inappropriately	Information Governance	G. Implementing good practices in transparency, reporting and audit to deliver effective accountability
Ensure cost-effectiveness when buying products / assets / services.	Procurement	F. Managing risks and performance through robust internal control and strong public financial management G. Implementing good practices in transparency, reporting and audit to deliver effective accountability
When undertaking one-off projects, draw up a detailed plan to enable you to do this by the pre-determined date, within the allocated resources and to the required quality standards	Project Management	D. Determining the interventions necessary to optimise the achievement of the intended outcomes
Ensure you deal with issues effectively when things go wrong.	Complaints	B. Ensure openness and comprehensive stakeholder engagement

**Appendix C to the Local Code of Governance:
How to Run a Successful Organisation**

What do you need to do?	Key Business Process	CIPFA / Solace Core Principle
<p>Ensure that people are doing the right things in the right way and making decisions that comply with the law and the Council's Constitution.</p> <p>Make employees aware of the Employee Code of Conduct (inc. training at induction) and ensure members are aware of the Councillor Code of Conduct; identify and manage potential conflicts of interest; investigate breaches.</p>	<p>Ethical governance, including Fraud & Corruption and Whistleblowing</p>	<p>A. Behave with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law</p>
<p>Ensure that you are managing staff appropriately.</p>	<p>Workforce Management</p>	<p>E. Developing the entity's capacity, including the capability of its leadership and the individuals within it</p>