



# **Local Code of Corporate Governance**

**June 2018**

# LOCAL CODE OF CORPORATE GOVERNANCE

## Introduction

Angus Council is committed to achieving good standards of corporate governance. The Local Code of Corporate Governance describes how we intend to achieve this.

The Local Code was first adopted in 2002 and has been regularly reviewed and updated. In developing the current Local Code, we have considered best practice and guidance, in particular the CIPFA/SOLACE Framework *Delivering Good Governance in Local Government* published in April 2016 and the accompanying Scottish guidance notes published in November 2016. The overall aim of the Framework is to ensure that

- resources are directed in accordance with agreed policy and according to priorities
- there is sound and inclusive decision making
- there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.

## Delivering Good Governance

Governance refers to the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved.

*Delivering Good Governance* sets out seven core principles for good governance:

- 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

The information on pages 3 to 8 sets out the key policies, procedures and structures which demonstrate Angus Council's compliance with these core principles.

## **Annual Review**

Compliance with the seven core principles for good governance will be assessed on an annual basis by the Corporate Governance Officers Group (CGOG) on behalf of the Chief Executive. During 2017/18, the group comprised the Head of Quality and Performance (Chair), Head of Legal & Democratic Services, Head of Corporate Finance and Acting Service Manager Governance & Consultancy.

From 1 April 2018, CGOG members are Head of Strategic Policy & Transformation (Chair), Head of Finance & Legal, Service Leader Governance & Change, Service Leader Legal & Democratic, Manager Governance Risk & Scrutiny and Senior Finance Officer Children & Learning.

The results of the CGOG assessment will be reported to the Council Management Team and the Scrutiny & Audit Committee. The report will incorporate recommendations for additions and/or improvements to the Council's governance arrangements, to reflect any changes in the way in which the council does business or new legislation.

CGOG's assessment of compliance will be reflected in an Annual Governance Statement which will be submitted to the June meeting of the Scrutiny & Audit Committee. The statement will be signed by the Leader of the Council and the Chief Executive for inclusion in the council's annual accounts.

The Annual Governance Statement will also be informed by the Service Leader Internal Audit's independent review of the Council's risk management processes, systems of internal control and corporate governance processes.

## **Core Principle A**

### **Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law**

- [Employee Code of Conduct](#), [Councillors' Code of Conduct](#) and [Code of Conduct for Members of Angus Integration Joint Board](#). These include requirements to register interests, gifts and hospitality. The [Councillors' Register of Interests](#) is published on the council website.
- [Standing Orders and Related Documents](#), including Scheme of Delegation. Updated in June 2017 and March 2018 to reflect changes in the council's management structure.
- Statutory Officers
- [Counter-fraud framework](#). The Counter-Fraud Strategy, Fraud Response Plan and Whistleblowing Policy were revised during 2016/17 (report [308/16](#))
- [Financial Regulations](#). Reviewed and updated in March 2017 (report 134/17). Section 16 (Procurement Arrangements) revised Dec 2017 (R404/17). Updated March 2018 to reflect new management structure.
- [Council Plan 2017-2022](#) sets out the council's vision and values.
- [Complaints Handling Procedure](#). The procedure was revised during 2016/17 (Report 222/17 to S&A in June 2017) Scrutiny & Audit committee receive regular reports on complaints received and lessons learned.
- A corporate safety, health and wellbeing policy statement is in place and has been brought to the attention of all staff.
- Elected Member induction and training
- Staff induction
- Annual performance appraisals for all staff

## **Core Principle B**

### **Ensuring openness and comprehensive stakeholder engagement**

- The [Local Outcomes Improvement Plan and Locality Plans](#) were published in September 2017 following approval by the Angus Community Planning Partnership Board.
- [Council Plan 2017-2022](#) and Directorate Improvement Plans
- 'Have Your Say' section of the website includes details of current and completed consultations and has information on the Citizens Panel and 'other ways to get involved'.
- Council and Committee meetings are usually held in public. [Agendas, reports and minutes](#) are available on the website. A small number of matters are considered in private for legal or confidentiality reasons.
- [Angus Community Planning Partnership](#) information can be accessed from the council website.
- [Angus Health & Social Care Partnership](#) information can be accessed from the council website, including Integration Joint Board agendas, reports and minutes
- [Customer Care Standards](#)
- The council has adopted the Scottish Information Commissioner's model publication scheme. [Information is available on the council website](#). Guidance on [Freedom of Information](#) is also available.
- Individual services consult with stakeholders on service changes or significant new projects.
- A new Customer Service Portal is currently being developed
- An [Open Data website](#) was launched during 2016/17

## **Core Principle C**

### **Defining outcomes in terms of sustainable economic, social and environmental benefits**

- The [Local Outcomes Improvement Plan and Locality Plans](#) were published in September 2017 following approval by the Angus Community Planning Partnership Board.
- [Council Plan 2017-2022](#) and Directorate Improvement Plans
- [Corporate Procurement strategy and policies](#) including Sustainable Procurement Policy
- The Change Programme is directly aligned with the Local Outcomes Improvement Plan, Locality Plans and Council Plan. Reports 278/17 and 59/18 to Council provide further detail. Updates have been reported to Policy & Resources (R94/18) and Scrutiny & Audit (R136/18).
- Service Redesign programme and governance arrangements

## **Core Principle D**

### **Determining the interventions necessary to optimise the achievement of the intended outcomes**

- Briefing sessions for elected members
- Use of business case and options appraisal. Examples include music tuition review, public car parking charges
- Medium term budget / financial strategy subject to regular review ([report 274/17](#))
- Change programme and governance arrangements ([report 278/17](#))
- Service Redesign programme and governance arrangements
- Key Performance Indicators established for each service. Monitored through Pentana
- [Performance information](#) published on council website
- Budget setting process and final budget volume
- Regular revenue and capital monitoring reports to the Policy & Resources Committee and to Communities Committee for HRA
- The Tayside Plan for Children, Young People and Families 2017-2020 published in April 2017 focuses on reducing inequalities and improving outcomes for all of Tayside's children.
- Parent Forums in each of the Angus localities.
- Relevant Service Level Agreements

## **Core Principle E**

### **Developing the entity's capacity, including the capability of its leadership and the individuals within it**

- Benchmarking. [Performance pages on the council website](#) include links to the Local Government Benchmarking Framework
- [Workforce Strategy 2015-2018](#) and [Workforce Plan 2018-2021](#)
- Elected Members Learning & Development Programme
- Annual performance appraisal for all staff.
- Induction programmes for elected members and staff
- Corporate Leadership Team and Leader, Depute Leader & Convenors monthly meetings
- Leadership Forum
- Elearning
- Mentor Me Scheme
- A new health and safety training course for senior managers was introduced in 2018

## **Core Principle F**

### **Managing risks and performance through robust internal control and strong public financial management**

- Risk Management Strategy reviewed during 2016/17 ([R241/16](#)). The strategy is currently under review, to ensure that it reflects the council's aims and priorities and that the approach to risk management is easy to understand and use and consistently applied across the organisation. The aim is to have the updated strategy available for consideration at the Policy & Resources Committee meeting in October 2018.
- Updates to the Corporate Risk Register are submitted to Scrutiny & Audit committee, most recently in January 2018 ([R23/18](#))
- Use of Pentana performance management system
- [Performance information](#) published on the council website, including links to the Local Government Benchmarking Framework
- Financial Implications and Risks included in committee reports
- [Financial Regulations](#). Reviewed and updated in March 2017 (report 134/17) Section 16 (Procurement Arrangements) revised Dec 2017 (R404/17)
- [Counter-fraud framework](#). The Counter-Fraud Strategy, Fraud Response Plan and Whistleblowing Policy were revised during 2016/17 (report [308/16](#)). Reports on counter-fraud activity are submitted to the Scrutiny & Audit committee.
- An Annual Governance Statement is included in the council's Annual Report and Accounts
- The Information Governance Steering Group is responsible for overseeing the development of and compliance with the council's information governance policies and procedures. These are available to staff on the council intranet. The Steering Group also oversees implementation of the Information Governance Improvement Plan. The group is responsible for ensuring that appropriate measures and controls are being implemented to ensure compliance with GDPR which came into effect in May 2018.
- The council's Records Management Plan was approved by the Keeper of the Records of Scotland in March 2017
- Medium Term Financial / Budget Strategy ([report 274/17](#))
- Data Protection and FOI compliance
- Internal Audit and External Audit reports



## **Core Principle G**

### **Implementing good practices in transparency, reporting and audit to deliver effective accountability**

- Council and Committee [agendas, reports and minutes](#) are published on the website
- [Annual report and accounts](#) for the Council and the Integration Joint Board published on the website
- Directorate Annual Reports are considered by service committees and by the Scrutiny & Audit Committee. The reports are publicly available on the website.
- Scrutiny & Audit is a standing committee of the council. Its remit and membership are defined in Standing Orders. The Leader and Depute Leader of the Council are not permitted to be members of the Scrutiny & Audit Committee.
- The council's Internal Audit service operates in accordance with the Public Sector Internal Audit Standards
- The Scrutiny & Audit Committee approves the annual internal audit plan and receives regular update reports.
- External Audit's annual audit plan is submitted to the Scrutiny & Audit Committee for review and comment
- Accounts Commission [Best Value audit report](#), published October 2016
- Budget monitoring reports to management and to Policy & Resources Committee
- Scrutiny & Audit committee self-assessment and annual report introduced for 2017/18 (R135/18 and 207/18)