



Local Code of Corporate Governance

June 2017

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. Membership of CGOG is drawn from the Chief Executive's Unit and the Directorates. During 2016/17, the group comprised the Head of Quality and Improvement (Chair), Head of Legal & Democratic Services, Head of Corporate Improvement & Finance, Head of Planning & Place and (acting) Service Manager Governance & Consultancy. Membership of the group will be reviewed during 2017/18 to ensure that it properly reflects the revised management structure which takes effect on 1 June 2017.

The results of the CGOG assessment will be reported to the Executive 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.

The 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 Audit Manager'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](#). Reviewed and updated in October 2016 (report 372/16)
- 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)
- [Council Plan 2014-2017](#).
- [Complaints Handling Procedure](#). The procedure was revised during 2016/17 (Report 222/17 to S&A in June 2017)
- Elected Member induction and training
- Staff induction
- Annual performance appraisals for all staff

Core Principle B

Ensuring openness and comprehensive stakeholder engagement

- [Council Plan 2014-2017](#) and Directorate Improvement Plans
- A Local Outcome Improvement Plan is being developed by the Angus Community Planning Partnership for publication by 1 October 2017.
- Locality Plans are being developed for finalisation by 1 October 2017 ([report 89/17](#))
- '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.](#)
- 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

- [Community Plan and Single Outcome Agreement 2013-2016](#)
- [Council Plan 2014-2017](#) and Directorate Improvement Plans & annual reports
- A Local Outcome Improvement Plan is being developed by the Angus Community Planning Partnership for publication by 1 October 2017.
- Locality Plans are being developed for finalisation during 2017 ([report 89/17](#))
- [Corporate Procurement strategy and policies](#) including Sustainable Procurement Policy
- Transforming Angus (TA) change programme and governance arrangements. TA governance arrangements were revised during 2016/17 in response to the Accounts Commission's Best Value report, which concluded that the council needed to increase the pace and scale of change. ([Report 408/16](#) and [Report 133/17](#))
- 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
- Medium term financial strategy subject to regular review ([report 371/16](#))
- Scrutiny process
- Transforming Angus programme and governance arrangements
- Service Redesign programme and governance arrangements
- Key Performance Indicators established for each service. Monitored through Covalent and reported in Directorate Annual Reports
- [Performance information](#) published on council website
- Budget setting process and annual [Budget Guide](#)
- Regular revenue and capital monitoring reports to the Policy & Resources Committee

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](#)
- Elected Members Learning & Development Programme ([report 108/17](#))
- Annual performance appraisal for all staff. A new appraisal scheme is currently being piloted and is to be rolled out council-wide by November 2017.
- Induction programmes for elected members and staff
- Chief Executive and Leader weekly meetings
- Leadership Forum
- Elearning

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](#))
- Corporate Risk Register reviewed and updated November 2016 ([R415/16](#))
- Use of Covalent 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)
- [Counter-fraud framework](#). The Counter-Fraud Strategy, Fraud Response Plan and Whistleblowing Policy were revised during 2016/17 (report [308/16](#))
- 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 council's Records Management Plan was approved by the Keeper of the Records of Scotland in March 2017
- Medium Term Financial Strategy
- Data Protection and FOI compliance
- Internal Audit and External Audit reports
- EMT membership expanded to include Statutory Officers

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 and external audit plans
- Accounts Commission [Best Value audit report](#), published October 2016
- Budget monitoring reports to management and to Policy & Resources Committee