

## **REVIEW OF LOCAL CODE OF GOOD GOVERNANCE ANNUAL REPORT OF THE MONITORING OFFICER AND INTERNAL AUDIT MANAGER 2014/15**

### **1. INTRODUCTION**

- 1.1 In 2008 the Council adopted a new Code of Good Governance, modelled on the framework recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE).
- 1.2 The Monitoring Officer and Internal Audit are responsible for annually reviewing the authority's compliance against the adopted Code and reporting their findings and recommended actions. This review also provides one of the assurance strands in support of the Annual Governance Statement, required under the Account and Audit Regulations 2011.
- 1.3 The code is intended to help and support Members and management and ensure that the Council achieves openness, inclusivity, accountability, integrity and effectiveness.
- 1.4 This report brings together the outcomes of the review for 2014/15.

### **2. REVIEW OF COMPLIANCE**

- 2.1 The current good governance framework consists of six core principles:
  1. Focussing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.
  2. Members and Officers working together to achieve a common purpose with clearly defined functions and roles.
  3. Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
  4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk
  5. Developing the capacity and capability of members and officers to be effective.
  6. Engaging with local people and other stakeholders to ensure robust public accountability
- 2.2 The code has been assessed, a summary of the Council's compliance with its adopted Code of Good Governance is detailed in Appendix 1.
- 2.3 This assessment also considered progress made against the prior year, 2013/14 action plan, which was reported to Audit Committee in June and September 2014. Progress made against this action plan was reported back to EMT and Audit Committee on 23<sup>rd</sup> January 2015 and is contained within Appendix 2.
- 2.4 The main areas identified for further improvement during this review are summarised below with detailed actions recommended in Appendix 3.
  - To complete the review and update of Financial Regulations
  - Review of the Local Code of Good Governance framework
- 2.5 In the 2013/14 review it was reported that a new International Framework – Good Governance in the Public Sector was in development. During 2014 that framework was finalised and published by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the International Federation of Accountants (IFAC). The framework can be read in detail from this link - <http://www.cipfa.org/policy-and-guidance/standards/international-framework-good-governance-in-the-public-sector> A diagram of the seven principles is presented at the end of this report.

2.6 Following further consultations with CIPFA, it is understood that CIPFA and SOLACE will also develop a further joint Good Governance Framework for the Public Sector during 2015. It was therefore decided for the 2014/15 review the current framework should be used together with any best practice from the new International Framework.

2.7 In addition to the actions arising directly from the review it is also recommended that the Council's Good Governance Framework be reviewed and updated inline with new best practice publications during 2015/16.

### **3. FINANCIAL IMPLICATIONS**

3.1 Although there are no direct financial implications arising from this report, good governance arrangements provide assurance in respect of financial management.

### **4. ENVIRONMENTAL MATTERS**

4.1 There are no environmental matters arising directly from this report.

### **5. CRIME AND DISORDER IMPLICATIONS**

5.1 Ethical behaviour in terms of avoiding fraud and corruption is an intrinsic element of corporate governance and this report provides assurance in that regard.

### **6. EQUALITY AND DIVERSITY IMPLICATIONS**

6.1 There are no equality and diversity implications arising directly from this report.

### **7. CONCLUSIONS**

7.1 It is the view of the Monitoring Officer and Internal Audit that the Council is able to have confidence in the effectiveness of its governance arrangements. This is illustrated by the few and relatively minor areas identified in appendix 3 for review.

### **8. RECOMMENDATIONS**

8.1 The Audit Committee approve the actions arising from the review of compliance with the Council's Code of Good Governance for the financial year 2014/15, as recorded in Appendix 3.

#### **For Further Information Please Contact:**

Lucinda Upton  
Internal Audit Manager  
Tel: (023) 8028 5588  
E-mail: [lucinda.upton@nfdc.gov.uk](mailto:lucinda.upton@nfdc.gov.uk)

Grainne O'Rourke  
Head of Legal and Democratic Services  
Tel: (023) 8028 5588  
E-mail: [grainne.orourke@nfdc.gov.uk](mailto:grainne.orourke@nfdc.gov.uk)

#### **Background Papers:**

New Code of Good Gov  
- Standards Committee  
28 March 2008

The diagram below illustrates the seven core principles contained within the International Framework.



1. Focussing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area

No.	The code should reflect the requirement for local authorities to:	Evidence
1.1	Develop and Promote the authority's purpose and vision	<p>Delivering for our Communities 2012-16 <a href="http://www.newforest.gov.uk/index.cfm?articleid=12103">http://www.newforest.gov.uk/index.cfm?articleid=12103</a></p> <p>The Corporate Plan 2012/16 – Delivery Plan of Corporate Aims <a href="http://www.newforest.gov.uk/committeedocs/cab/CDR07596.pdf">http://www.newforest.gov.uk/committeedocs/cab/CDR07596.pdf</a></p> <p>Local Plan Part 1 – Core Strategy for New Forest District (outside National Park) covers the areas of the District outside the New Forest National Park and is a key part of the new Local Development Framework. The Core Strategy provides the broad planning strategy for the area up to 2026 <a href="http://www.newforest.gov.uk/index.cfm?articleid=14183">http://www.newforest.gov.uk/index.cfm?articleid=14183</a></p> <p>Constitution - The Constitution sets out how the Council operates, how decisions are made and the procedures that are followed in reaching those decisions. <a href="http://www.newforest.gov.uk/index.cfm?articleid=3327">http://www.newforest.gov.uk/index.cfm?articleid=3327</a></p> <p>Annual Performance and Provisional Budget Outturn Report 2014-15 Cabinet June 2015</p> <p>Local Enterprise Partnerships</p>
1.2	Review on a regular basis the authority's vision for the local area and its impact on the authority's governance arrangements	<p>Code of Good Governance (28/03/08) <a href="http://www.newforest.gov.uk/media/adobe/6/j/Code_of_Corp.pdf">http://www.newforest.gov.uk/media/adobe/6/j/Code_of_Corp.pdf</a></p> <p>Local Code of Good Governance – Annual Report – this review and action plan follow up</p> <p>_Performance of Corporate Plan is reviewed and monitored annually</p> <p>Local Plan Part 1 – Core Strategy for New Forest District (outside National Park) <a href="http://www.newforest.gov.uk/index.cfm?articleid=14183">http://www.newforest.gov.uk/index.cfm?articleid=14183</a></p>
1.3	Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties	<p>Local Plan Part 1 – Core Strategy for New Forest District (outside National Park) <a href="http://www.newforest.gov.uk/index.cfm?articleid=14183">http://www.newforest.gov.uk/index.cfm?articleid=14183</a></p>

No.	The code should reflect the requirement for local authorities to:	Evidence
		<p>The Corporate Plan 2012/16 – Delivery Plan of Corporate Aims  <a href="http://www.newforest.gov.uk/committeedocs/cab/CDR07596.pdf">http://www.newforest.gov.uk/committeedocs/cab/CDR07596.pdf</a></p> <p>Further review of Grants Process including Community Grants</p> <p>Annual reviews</p> <p>Partnerships are supported by agreed written governance arrangements</p>
1.4	Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance.	<p>Statement of Accounts and Annual Governance Statement - Audit Committee 26/09/2014  <a href="http://modern:9070/Data/Audit%20Committee/20140926/Agenda/CDR09252.pdf">http://modern:9070/Data/Audit%20Committee/20140926/Agenda/CDR09252.pdf</a>  <a href="http://modern:9070/Data/Audit%20Committee/20140926/Agenda/CDR09253.pdf">http://modern:9070/Data/Audit%20Committee/20140926/Agenda/CDR09253.pdf</a></p> <p>External Audit Governance Report – Audit Committee 26/9/2014  <a href="http://modern:9070/Data/Audit%20Committee/20140926/Agenda/CDR09251.pdf">http://modern:9070/Data/Audit%20Committee/20140926/Agenda/CDR09251.pdf</a></p> <p>Annual Performance and Provisional Budget Outturn Report 2014-15  Cabinet June 2015</p>
1.5	Decide how the quality of service to users is to be measured and make sure that the information needed to review service quality effectively and regularly is available	<p>Review and changes to performance management and transparency reporting on the web.  <a href="http://www.newforest.gov.uk/index.cfm?articleid=11066">http://www.newforest.gov.uk/index.cfm?articleid=11066</a>  <a href="http://www.newforest.gov.uk/index.cfm?articleid=11197">http://www.newforest.gov.uk/index.cfm?articleid=11197</a></p> <p>Medium Term Financial Plan/Annual Budget 2014/18 Cabinet 04/02/2014  <a href="http://modern:9070/Data/Audit%20Committee/20140926/Agenda/CDR09251.pdf">http://modern:9070/Data/Audit%20Committee/20140926/Agenda/CDR09251.pdf</a></p> <p>Service Action Plans 2014/15  <a href="http://forestnet2/index.cfm?articleid=611">http://forestnet2/index.cfm?articleid=611</a></p> <p>Annual Performance and Provisional Budget Outturn Report 2014/15  Cabinet June 2015</p>
1.6	Put in place effective arrangements to identify and deal with failure in service delivery	<p>Corporate Complaints Procedure and management arrangements  <a href="http://www.newforest.gov.uk/index.cfm?articleid=383">http://www.newforest.gov.uk/index.cfm?articleid=383</a></p> <p>Performance Management Framework</p>
1.7	Decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and	<p>Considered as part of all Committee Reports (ForestNet/Website)</p>

No.	The code should reflect the requirement for local authorities to:	Evidence
	performance effectively. Measure the environmental impact of policies, plans and decisions.	<p>Annual Performance and Provisional Budget Outturn Report 2014-15 Cabinet June 2015</p> <p>Internal Audit Plan &amp; Progress 2014/15 <a href="http://modern:9070/Data/Audit%20Committee/20140321/Agenda/CDR08931.pdf">http://modern:9070/Data/Audit%20Committee/20140321/Agenda/CDR08931.pdf</a> <a href="http://modern:9070/Data/Audit%20Committee/20140321/Agenda/CDR08931.pdf">http://modern:9070/Data/Audit%20Committee/20140321/Agenda/CDR08931.pdf</a></p> <p>Procurement Rules, Regulations &amp; Contract Standing Orders <a href="http://modern:9070/Data/Cabinet/20150401/Agenda/CDR09618.pdf">http://modern:9070/Data/Cabinet/20150401/Agenda/CDR09618.pdf</a></p> <p>Financial Monitoring, Portfolio Plans</p> <p>External Auditor Annual Report including Value for Money Conclusion <a href="http://modern:9070/Data/Audit%20Committee/20140926/Agenda/CDR09251.pdf">http://modern:9070/Data/Audit%20Committee/20140926/Agenda/CDR09251.pdf</a></p> <p>Medium Term Financial Plan/Annual Budget 2014/18 Cabinet 04/02/2014 <a href="http://modern:9070/Data/Audit%20Committee/20140926/Agenda/CDR09251.pdf">http://modern:9070/Data/Audit%20Committee/20140926/Agenda/CDR09251.pdf</a></p>

**2. Members and Officers working together to achieve a common purpose with clearly defined functions and roles**

No.	The code should reflect the requirement for local authorities to:	Evidence
2.1	Set out a clear statement of the roles and responsibilities of the executive and of the executive's members individually and the authority's approach towards putting this into practice Set out a clear statement of the respective roles and responsibilities of the other members, members generally and senior officers	<p>Council's Constitution <a href="http://www.newforest.gov.uk/index.cfm?articleid=3327">http://www.newforest.gov.uk/index.cfm?articleid=3327</a></p> <p>Year Book 2014/15 <a href="http://www.newforest.gov.uk/index.cfm?articleid=9404">http://www.newforest.gov.uk/index.cfm?articleid=9404</a></p> <p>Standards <a href="http://www.newforest.gov.uk/index.cfm?articleid=8681">http://www.newforest.gov.uk/index.cfm?articleid=8681</a></p> <p>Council Structure (Organisation structure, Democratic Structure, Executive Management Team, Heads of Service &amp; Workforce Matters) <a href="http://www.newforest.gov.uk/index.cfm?articleid=8130">http://www.newforest.gov.uk/index.cfm?articleid=8130</a></p>

No.	The code should reflect the requirement for local authorities to:	Evidence
		<p>Codes of Conduct  <a href="http://www.newforest.gov.uk/index.cfm?articleid=1651">http://www.newforest.gov.uk/index.cfm?articleid=1651</a></p> <p>Task and Finish Groups  <a href="http://forestnet2/media/adobe/j/e/published_matrix.pdf">http://forestnet2/media/adobe/j/e/published_matrix.pdf</a></p>
2.2	Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required.	<p>Scheme of Delegation  <a href="http://forestnet2/index.cfm?articleid=760">http://forestnet2/index.cfm?articleid=760</a></p> <p>Council's Constitution  <a href="http://www.newforest.gov.uk/index.cfm?articleid=3327">http://www.newforest.gov.uk/index.cfm?articleid=3327</a></p>
2.3	Make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management	<p>Job description and Performance Development Interview Process</p> <p>Council's Constitution  <a href="http://www.newforest.gov.uk/index.cfm?articleid=3327">http://www.newforest.gov.uk/index.cfm?articleid=3327</a></p>
2.4	Develop protocols to ensure that the leader and chief executive (or equivalent) negotiates their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained.	Regular meetings established between Leader/Cabinet and Chief Executive
2.5	Make a senior officer (S 151 officer) responsible to the authority for ensuring that appropriate advice is given for all financial matters, and for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control.	<p>Council's Constitution  <a href="http://www.newforest.gov.uk/index.cfm?articleid=3327">http://www.newforest.gov.uk/index.cfm?articleid=3327</a></p> <p>Job Description and Performance Development Interview Process</p> <p>Roles and Responsibilities of the Chief Finance Officer Protocol</p> <p>Financial Regulations  <a href="http://www.newforest.gov.uk/media/adobe/q/0/chapter_25.pdf">http://www.newforest.gov.uk/media/adobe/q/0/chapter_25.pdf</a></p>
2.6	Make a senior Officer (usually the Monitoring Officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with	<p>Job description and Performance Development Interview Process</p> <p>Scheme of Delegation  <a href="http://forestnet2/index.cfm?articleid=760">http://forestnet2/index.cfm?articleid=760</a></p>
2.7	Develop protocols to ensure effective communication between members and officers in their respective roles	Local Code for Member/Officer Relations <a href="http://www.newforest.gov.uk/media/adobe/o/m/chapter_30.pdf">http://www.newforest.gov.uk/media/adobe/o/m/chapter_30.pdf</a>
2.8	Set out the Terms and Conditions for remuneration of members and officers and an effective structure for managing the process, including an effective remuneration panel (if applicable). Ensure that effective mechanisms exist to monitor service delivery	<p>Pay Policy Statement 2015</p> <p>Members Allowances  <a href="http://www.newforest.gov.uk/index.cfm?articleid=9104">http://www.newforest.gov.uk/index.cfm?articleid=9104</a></p>

No.	The code should reflect the requirement for local authorities to:	Evidence
		<p>Report of Independent Remuneration Panel on Members Allowances – Reported to Council February 2014. New scheme approved and used in 2014/15</p> <p>Management Structure  <a href="http://www.newforest.gov.uk/index.cfm?articleid=8130">http://www.newforest.gov.uk/index.cfm?articleid=8130</a></p> <p>HR procedures in place to cover employee remuneration.</p> <p>Council's Constitution, sets out the responsibility of the Chief Financial Officer  <a href="http://www.newforest.gov.uk/media/adobe/2/j/chapter_41.pdf">http://www.newforest.gov.uk/media/adobe/2/j/chapter_41.pdf</a></p> <p>Performance indicators are recorded and monitored by EMT &amp; HoS using the performance monitoring system.</p> <p>Any statutory performance indicators are forwarded and published each year.</p>
2.9	<p>Ensure that the organisation's vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated.</p>	<p>The Corporate Plan 2012/16 – Delivery Plan of Corporate Aims  <a href="http://www.newforest.gov.uk/committeedocs/cab/CDR07596.pdf">http://www.newforest.gov.uk/committeedocs/cab/CDR07596.pdf</a></p> <p>Review and changes to performance management and transparency reporting on the web.</p> <p>Business Plans</p> <p>Service Action Plans</p> <p>Annual Reports</p>
2.10	<p>When working in partnership: ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority ensure that there is clarity about the legal status of the partnership ensure that representatives and organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions</p>	<p>Established arrangements are in place for individual partnerships eg Project Integra (annually approved plan), NFNPA, East Dorset Council, PUSH.</p> <p>Joint committees have agreed terms of reference.</p> <p>Each partnership has a written governance arrangement.</p>



**3. Promoting Values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour**

No.	The code should reflect the requirement for local authorities to:	Evidence
3.1	Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect	<p>Corporate Plan – Delivering for our Communities, including adoption of core values  <a href="http://www.newforest.gov.uk/index.cfm?articleid=12103">http://www.newforest.gov.uk/index.cfm?articleid=12103</a></p> <p>Induction programmes</p> <p>Executive Management Team briefing sessions</p>
3.2	Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols	<p>Corporate Plan – Delivering for our Communities  <a href="http://www.newforest.gov.uk/index.cfm?articleid=12103">http://www.newforest.gov.uk/index.cfm?articleid=12103</a></p> <p>NFDC Code of Good Governance  <a href="http://www.newforest.gov.uk/media/adobe/6/j/Code_of_Corp.pdf">http://www.newforest.gov.uk/media/adobe/6/j/Code_of_Corp.pdf</a></p> <p>Code of Conduct for Council Members, Local Code for Member/Officer relations &amp; Local Code for Councillors and Officers dealing with Planning matters.  <a href="http://www.newforest.gov.uk/index.cfm?articleid=1651">http://www.newforest.gov.uk/index.cfm?articleid=1651</a></p> <p>Employee Handbook  <a href="http://forestnet2/index.cfm?articleid=579">http://forestnet2/index.cfm?articleid=579</a> (intranet)</p> <p>Complaints Procedure  <a href="http://www.newforest.gov.uk/index.cfm?articleid=383">http://www.newforest.gov.uk/index.cfm?articleid=383</a></p> <p>How to complain about a Councillor  <a href="http://www.newforest.gov.uk/index.cfm?articleid=1649">http://www.newforest.gov.uk/index.cfm?articleid=1649</a></p> <p>Fraud policies, including Anti-Fraud, Bribery and Corruption Policy, Anti-Money Laundering Policy, Whistleblowing Policy &amp; Fraud Response Plan  <a href="http://forestnet2/index.cfm?articleid=2422">http://forestnet2/index.cfm?articleid=2422</a></p> <p>PDI's</p>

No.	The code should reflect the requirement for local authorities to:	Evidence
3.3	Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice	<p>Codes of Conduct  <a href="http://www.newforest.gov.uk/index.cfm?articleid=1651">http://www.newforest.gov.uk/index.cfm?articleid=1651</a></p> <p>Employees Handbook  <a href="http://forestnet2/index.cfm?articleid=579">http://forestnet2/index.cfm?articleid=579</a> (intranet)</p> <p>Register of Interests (Democratic Services)</p> <p>Financial Regulations  <a href="http://www.newforest.gov.uk/media/adobe/2/r/Fin_Regs_Full.pdf">http://www.newforest.gov.uk/media/adobe/2/r/Fin_Regs_Full.pdf</a></p> <p>Standing Orders for meetings  <a href="http://www.newforest.gov.uk/media/adobe/2/2/chapter_23.pdf">http://www.newforest.gov.uk/media/adobe/2/2/chapter_23.pdf</a></p> <p>Standing Orders as to Contracts  <a href="http://modern:9070/Data/Cabinet/20150401/Agenda/CDR09618.pdf">http://modern:9070/Data/Cabinet/20150401/Agenda/CDR09618.pdf</a></p> <p>Standings Orders for General Procedures  <a href="http://www.newforest.gov.uk/media/adobe/2/8/chapter_27.pdf">http://www.newforest.gov.uk/media/adobe/2/8/chapter_27.pdf</a></p> <p>Procurement Strategy  <a href="http://www.newforest.gov.uk/index.cfm?articleid=1070">http://www.newforest.gov.uk/index.cfm?articleid=1070</a></p>
3.4	Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations and communicate these with members, staff, the community and partners	<p>Corporate Plan – Delivering for our Communities  <a href="http://www.newforest.gov.uk/index.cfm?articleid=12103">http://www.newforest.gov.uk/index.cfm?articleid=12103</a></p> <p>Employees Handbook  <a href="http://forestnet2/index.cfm?articleid=579">http://forestnet2/index.cfm?articleid=579</a> (intranet)</p> <p>Code of Conduct for Council Members, Local Code for Member/Officer relations &amp; Local Code for Councillors and Officers dealing with Planning matters.  <a href="http://www.newforest.gov.uk/index.cfm?articleid=1651">http://www.newforest.gov.uk/index.cfm?articleid=1651</a></p> <p>There is an induction process for new staff which covers aspects such as Codes of Conduct, Fraud policies and the Procurement Strategy</p>
3.5	Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing	New Code of Conduct introduced 2012 under Localism Act 2011.

No.	The code should reflect the requirement for local authorities to:	Evidence
	effectiveness in practice	New complaints system for Councillors also introduced
3.6	Develop and maintain an effective standards committee.	Under Localism Act there is no longer a requirement to have a Standards Committee. The Chief Executive Officer and Monitoring Officer have enhanced roles to deal with Standards issues.
3.7	Use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority	<p>Corporate Plan – Delivering for our Communities  <a href="http://www.newforest.gov.uk/index.cfm?articleid=12103">http://www.newforest.gov.uk/index.cfm?articleid=12103</a></p> <p>Employees Handbook (ForestNet)  <a href="http://forestnet2/index.cfm?articleid=579">http://forestnet2/index.cfm?articleid=579</a> (intranet)</p> <p>How Employees Show Commitment  <a href="http://www.newforest.gov.uk/index.cfm?articleid=3418">http://www.newforest.gov.uk/index.cfm?articleid=3418</a></p> <p>The authority has accepted a set of core values.</p> <p>Employee comments in all Formal reports</p> <p>Industrial Relations Committee</p>
3.8	In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values can be demonstrated by partner's behaviour both individually and collectively.	<p>Procurement Rules, Regulations &amp; Contract Standing Orders  <a href="http://modern:9070/Data/Cabinet/20150401/Agenda/CDR09618.pdf">http://modern:9070/Data/Cabinet/20150401/Agenda/CDR09618.pdf</a></p> <p>Service Level Agreements</p> <p>Grant Conditions and Vision with Partners</p>

#### 4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

No.	The code should reflect the requirement for local authorities to:	Evidence
4.1	Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority's performance overall and that of any organisation for which it is responsible.	<p>Constitution  <a href="http://www.newforest.gov.uk/index.cfm?articleid=3327">http://www.newforest.gov.uk/index.cfm?articleid=3327</a></p> <p>Constitution and Functions of Cabinet, Committees, Panels and Sub-Committees - Committee Terms of reference (Year Book)</p>

No.	The code should reflect the requirement for local authorities to:	Evidence
		<p><a href="http://www.newforest.gov.uk/media/adobe/7/9/Committees_Panels_and_Cabinet_-_Constitution_and_Functions.pdf">http://www.newforest.gov.uk/media/adobe/7/9/Committees_Panels_and_Cabinet_-_Constitution_and_Functions.pdf</a></p> <p>Enhanced and improved scrutiny arrangements following review and recommendations from South East</p> <p>Arrangements give emphasis to detailed work being carried out by Task and Finish Groups, supported by Heads of Service</p> <p>Overview and Scrutiny functions and annual reports  <a href="http://www.newforest.gov.uk/committeedocs/nfdc/CDR08982.pdf">http://www.newforest.gov.uk/committeedocs/nfdc/CDR08982.pdf</a></p> <p>Audit Committee Terms of Reference  <a href="http://www.newforest.gov.uk/committeedocs/auc/CDR07662.pdf">http://www.newforest.gov.uk/committeedocs/auc/CDR07662.pdf</a></p> <p>External Auditor letter and review of governance.</p> <p>Transparency pages on website  <a href="http://www.newforest.gov.uk/index.cfm?articleid=11197">http://www.newforest.gov.uk/index.cfm?articleid=11197</a></p> <p>Agendas and minutes of meetings available on newforest website.  <a href="http://www.newforest.gov.uk/index.cfm?articleid=615&amp;articleaction=ctte">http://www.newforest.gov.uk/index.cfm?articleid=615&amp;articleaction=ctte</a></p>
4.2	Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based	<p>Newforest website, all Portfolio decisions published as soon as made.</p> <p>Agendas and minutes of all formal meetings are made available (as soon as made) to the public via newforest website</p> <p>Forward Plan of Key Decisions published (as required by law)  <a href="http://www.newforest.gov.uk/index.cfm?articleid=11722">http://www.newforest.gov.uk/index.cfm?articleid=11722</a></p>
4.3	Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice	<p>Registers of interests (Democratic Services)</p> <p>Code of Conduct for Council Members, Local Code for Member/Officer relations &amp; Local Code for Councillors and Officers dealing with Planning matters.  <a href="http://www.newforest.gov.uk/index.cfm?articleid=1651">http://www.newforest.gov.uk/index.cfm?articleid=1651</a></p> <p>Procurement Rules, Regulations &amp; Contract Standing Orders</p>

No.	The code should reflect the requirement for local authorities to:	Evidence
		<a href="http://modern:9070/Data/Cabinet/20150401/Agenda/CDR09618.pdf">http://modern:9070/Data/Cabinet/20150401/Agenda/CDR09618.pdf</a>
4.4	Develop and maintain an effective audit committee (or equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee	Corporate Overview and Scrutiny Panel Terms of Reference (Year Book) <a href="http://www.newforest.gov.uk/media/adobe/7/9/Committees_Panels_and_Cabinet_-_Constitution_and_Functions.pdf">http://www.newforest.gov.uk/media/adobe/7/9/Committees_Panels_and_Cabinet_-_Constitution_and_Functions.pdf</a>  Audit Committee Terms of Reference <a href="http://www.newforest.gov.uk/committeedocs/auc/CDR07662.pdf">http://www.newforest.gov.uk/committeedocs/auc/CDR07662.pdf</a>
4.5	Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints	Complaints Procedure <a href="http://www.newforest.gov.uk/index.cfm?articleid=383">http://www.newforest.gov.uk/index.cfm?articleid=383</a>  Review Of Complaints 2014/15  Code of Conduct for Council Members, Local Code for Member/Officer relations & Local Code for Councillors and Officers dealing with Planning matters. <a href="http://www.newforest.gov.uk/index.cfm?articleid=1651">http://www.newforest.gov.uk/index.cfm?articleid=1651</a>
4.6	Ensure that those making decisions whether for the authority or the partnership are provided with information that is fit for the purpose- relevant, timely and gives clear explanations of technical issues and their implications	Report format/structure. Head of Service taking responsibility for content of reports  Constitution – Decision making <a href="http://www.newforest.gov.uk/media/adobe/4/k/Summary_and_Explanation.pdf">http://www.newforest.gov.uk/media/adobe/4/k/Summary_and_Explanation.pdf</a>
4.7	Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately	All reports are reviewed by the Monitoring Officer/Section 151 Officer  Report format/structure
4.8	Ensure that risk management is embedded into the culture of the authority, with members and managers at all levels recognising that risk management is part of their jobs	Risk Management Strategy and Strategic Risk Register <a href="http://docs.newforest.gov.uk/Committee/auc/CDR09258.pdf">http://docs.newforest.gov.uk/Committee/auc/CDR09258.pdf</a>  Included within service action planning
4.9	Ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the authority have access	Fraud policies, including Anti-Fraud, Bribery and Corruption Policy, Anti- Money Laundering Policy, Whistleblowing Policy & Fraud Response Plan <a href="http://forestnet2/index.cfm?articleid=2422">http://forestnet2/index.cfm?articleid=2422</a>
4.10	Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities	Constitution – Decision making <a href="http://www.newforest.gov.uk/media/adobe/4/k/Summary_and_Explanation.pdf">http://www.newforest.gov.uk/media/adobe/4/k/Summary_and_Explanation.pdf</a>  Constitution – Role of the Monitoring Officer <a href="http://www.newforest.gov.uk/media/adobe/4/6/chapter_40.pdf">http://www.newforest.gov.uk/media/adobe/4/6/chapter_40.pdf</a>
4.11	Recognise the limits of lawful action and observe both the specific	Constitution – Role of the Monitoring Officer

No.	The code should reflect the requirement for local authorities to:	Evidence
	requirements of legislation and the general responsibilities placed on local authorities by public law	<a href="http://www.newforest.gov.uk/media/adobe/4/6/chapter_40.pdf">http://www.newforest.gov.uk/media/adobe/4/6/chapter_40.pdf</a>
4.12	Observe all specific legislative requirements place upon them, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law- rationality, legality and natural justice – into their procedures and decision making processes.	Constitution – Role of the Monitoring Officer <a href="http://www.newforest.gov.uk/media/adobe/4/6/chapter_40.pdf">http://www.newforest.gov.uk/media/adobe/4/6/chapter_40.pdf</a>

## 5. Developing the capacity and capability of members and officers to be effective

No.	The code should reflect the requirement for local authorities to:	Evidence
5.1	Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis	Member and Officer Induction Programme  Member Briefings and training programmes for Committees  PDI Process (ForestNet, HR Portal) <a href="http://agressoweb/agresso/Default.aspx?type=topgen&amp;menu_id=352">http://agressoweb/agresso/Default.aspx?type=topgen&amp;menu_id=352</a>  Training Budgets
5.2	Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the Authority	The Councils Constitution (Website). <a href="http://www.newforest.gov.uk/index.cfm?articleid=3327">http://www.newforest.gov.uk/index.cfm?articleid=3327</a>  Support provided through EMT. Any issues relating to support are also addressed through the PDI process.  Constitution – Code of Conduct for Employees <a href="http://www.newforest.gov.uk/media/adobe/s/3/chapter_34.pdf">http://www.newforest.gov.uk/media/adobe/s/3/chapter_34.pdf</a>  Constitution – Financial Regulations <a href="http://www.newforest.gov.uk/media/adobe/q/0/chapter_25.pdf">http://www.newforest.gov.uk/media/adobe/q/0/chapter_25.pdf</a>  Job Descriptions, including Executive Management Team. Heads of Service, solicitors (legal)
5.3	Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively	Member Development Programme (Democratic Services)  List of topical briefing events (Democratic Services)

No.	The code should reflect the requirement for local authorities to:	Evidence
		<p>Annual service training plans (HR)</p> <p>PDI training plans (HR)</p>
5.4	Develop skills on a continuing basis to improve performance, including the ability to scrutinize and challenge and to recognise when outside expert advice is needed	<p>PDI process for officers <a href="http://agressoweb/agresso/Default.aspx?type=topgen&amp;menu_id=352">http://agressoweb/agresso/Default.aspx?type=topgen&amp;menu_id=352</a></p> <p>Member Development Programme (Democratic Services)</p> <p>Corporate Training Programme</p>
5.5	Ensure that effective arrangements are in place for reviewing the performance of the executive as a whole and of individual members and agreeing an action plan which might, for example, aim to address any training or development needs	<p>The External Auditors' Governance Letter and Management Arrangements <a href="http://modern:9070/Data/Audit%20Committee/20140926/Agenda/CDR09251.pdf">http://modern:9070/Data/Audit%20Committee/20140926/Agenda/CDR09251.pdf</a></p> <p>Annual Scrutiny Committee Report 14/15 <a href="http://modern:9070/documents/s430/Annual%20Report%20of%20Scrutiny%20Panels.pdf">http://modern:9070/documents/s430/Annual%20Report%20of%20Scrutiny%20Panels.pdf</a></p> <p>The review of internal audit, by external audit (Ernst &amp; Young) includes a review of the reporting mechanism at member level for audit reports – which includes an action plan for any identified improvements.</p> <p>Annual Performance and Provisional Budget Outturn Report 2014-15 Cabinet June 2015</p>
5.6	Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority	<p>Consultations going through the Council <a href="http://www.newforest.gov.uk/index.cfm?articleid=9538">http://www.newforest.gov.uk/index.cfm?articleid=9538</a></p> <p>Delivering for our Communities (The Councils Corporate Plan 2012-2016) <a href="http://www.newforest.gov.uk/index.cfm?articleid=12103">http://www.newforest.gov.uk/index.cfm?articleid=12103</a></p> <p>Community Engagement, through Leaders Portfolio <a href="http://www.newforest.gov.uk/index.cfm?articleid=12097">http://www.newforest.gov.uk/index.cfm?articleid=12097</a></p> <p>Equality and Diversity <a href="http://www.newforest.gov.uk/index.cfm?articleid=2665">http://www.newforest.gov.uk/index.cfm?articleid=2665</a></p> <p>Approach to Equalities currently under review with Task and Finish Member group.</p>
5.7	Ensure that career structures are in place for members and officers to	Workforce Strategy (HR)

No.	The code should reflect the requirement for local authorities to:	Evidence
	encourage participation and development	<p>Workforce Planning (HR)</p> <p>Service Action Plans</p>

## 6. Engaging with local people and other stakeholders to ensure robust public accountability

No.	The code should reflect the requirement for local authorities to:	Evidence
6.1	Make clear to themselves, all staff and the community to whom they are accountable and for what. Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required	<p>Constitution - The Constitution sets out accountability <a href="http://www.newforest.gov.uk/index.cfm?articleid=3327">http://www.newforest.gov.uk/index.cfm?articleid=3327</a></p> <p>Delivering for our Communities (The Councils Corporate Plan 2012-2016) <a href="http://www.newforest.gov.uk/index.cfm?articleid=12103">http://www.newforest.gov.uk/index.cfm?articleid=12103</a></p>
6.2	Produce an annual report on the activity of the scrutiny function	<p>Report of the Review Panels 2014/15 <a href="http://modern:9070/documents/s430/Annual%20Report%20of%20Scrutiny%20Panels.pdf">http://modern:9070/documents/s430/Annual%20Report%20of%20Scrutiny%20Panels.pdf</a></p> <p>Constitution – Review Panels <a href="http://www.newforest.gov.uk/index.cfm?articleid=3327">http://www.newforest.gov.uk/index.cfm?articleid=3327</a></p>
6.3	Ensure that clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements to ensure that they operate effectively: Hold meetings in public unless there are good reasons for confidentiality Ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands	<p>Agendas and Minutes on Website <a href="http://www.newforest.gov.uk/index.cfm?articleid=615&amp;articleaction=ctte">http://www.newforest.gov.uk/index.cfm?articleid=615&amp;articleaction=ctte</a></p> <p>Community Engagement</p> <p>Member Briefings</p> <p>Formal report formats, avoiding confidentiality where possible</p>
6.4	Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about including a feedback mechanism for those consultees to demonstrate what has changed as a result	<p>Consultation – Policy &amp; Guidance (ForestNet)</p> <p>Community Engagement</p>
6.5	On an annual basis publish a performance plan giving information	Delivering for our Communities (The Councils Corporate Plan 2012-2016)



No.	The code should reflect the requirement for local authorities to:	Evidence
	on the authority's vision, strategy, plans and financial statements as well as information about it's outcomes, achievements and the satisfaction of service users in the previous period	<a href="http://www.newforest.gov.uk/index.cfm?articleid=12103">http://www.newforest.gov.uk/index.cfm?articleid=12103</a> Annual Report 2014/15 Annual Performance and Provisional Budget Outturn Report 2014/15 Cabinet June 2015
6.6	Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so	Constitution arrangement re management and operation of formal council meetings <a href="http://www.newforest.gov.uk/index.cfm?articleid=3327">http://www.newforest.gov.uk/index.cfm?articleid=3327</a> Delivering for our Communities (The Councils Corporate Plan 2012-2016) <a href="http://www.newforest.gov.uk/index.cfm?articleid=12103">http://www.newforest.gov.uk/index.cfm?articleid=12103</a> Constitution – Standards <a href="http://www.newforest.gov.uk/index.cfm?articleid=8681">http://www.newforest.gov.uk/index.cfm?articleid=8681</a> Financial Regulations <a href="http://www.newforest.gov.uk/media/adobe/q/0/chapter_25.pdf">http://www.newforest.gov.uk/media/adobe/q/0/chapter_25.pdf</a> Website containing all information, agendas and minutes. Service Equality Impact Assessments Equalities Standard Accreditation Approach to Equalities currently under review with Task and Finish Member group.
6.7	Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making	Reports showing employee side and staff consultation comments (intranet) Consultations going through the Council <a href="http://www.newforest.gov.uk/index.cfm?articleid=9538">http://www.newforest.gov.uk/index.cfm?articleid=9538</a> EMT briefings to all staff

**APPENDIX 2**

**Follow up to Actions Arising from the Local Code of Good Governance Review 2013/14**

<b>Topic</b>	<b>Action</b>	<b>Responsible Officer</b>	<b>Deadline</b>	<b>Follow Up as at 31.3.15</b>
Service Reviews	To review the existing service review actions and progress and update accordingly	Executive Management Team with all Heads of Service	30 <sup>th</sup> September 2014	Service Reviews have continued to be undertaken and reviews of council activity will remain a key element of the Council's "Fit for Future" programme.
Housekeeping of Constitution	To ensure post titles and details of policies contained within the Constitution are up to date	All Heads of Service in liaison with the Head of Legal and Democratic Services	31 <sup>st</sup> March 2015	Substantially complete. Updates are ongoing
Financial Regulations	To review and update Financial Regulations. To also link in comments from the Employee Working Groups.	Executive Director (S151) in consultation with the Head of Legal and Democratic Services, following review at HoS	31 <sup>st</sup> March 2015	In progress

**APPENDIX 3**

**Actions Arising from the Good Governance Review 2014/15**

Topic	Action	Responsible Officer	Deadline
New Local Code/ Framework	<p>To further review the detail of the International Framework: Good Governance in the Public Sector and any further related CIPFA / SOLACE publications in order to improve the Council's Local Code of Good Governance.</p> <p>Following adoption the Local Code should be used to undertake a full governance review.</p> <p>The Local Code should be communicated appropriately to all Members and Officers once adopted.</p>	Executive Director (S151) Head of Legal and Democratic Services (Monitoring Officer) Internal Audit Manager	31.3.16  (subject to CIPFA/SOLACE publication date)
Financial Regulations	<p>To review and update Financial Regulations. To also link in comments from the Employee Working Groups.</p>	Executive Director (S151) in consultation with the Head of Legal and Democratic Services, following review at HoS	