

## LOCAL CODE OF GOOD GOVERNANCE REVIEW ANNUAL REPORT OF THE MONITORING OFFICER AND CHIEF FINANCE OFFICER 2017/18

### 1. INTRODUCTION

- 1.1 In April 2016 CIPFA/SOLACE published a new Code – “Delivering Good Governance in Local Government Framework 2016” with the key focus on governance processes and the achievement of sustainable social economic and environmental outcomes. This Council approved the revised Code in April 2017.
- 1.2 The Monitoring Officer and the Chief Finance Officer are responsible for annually reviewing the authority's compliance against the adopted Code and reporting their findings and recommended actions. This review provides one of the assurance strands in support of the Annual Governance Statement, required under the Account and Audit Regulations 2015.
- 1.3 This report brings together the outcomes of the review for 2017/18.

### 2. REVIEW OF COMPLIANCE

- 2.1 The good governance framework centres on the following 7 core principles.

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

- 2.2 The Council's compliance with the Code has been assessed, and a summary of the findings is detailed in Appendix 1.
- 2.3 This assessment also considered progress made against the prior year, 2016/17 action plan, which was reported to Audit Committee in June 2017. This previous year's action plan and reported progress can be found in Appendix 2.
- 2.4 The main areas identified for further improvement during this review are summarised below with detailed actions recommended in Appendix 3.

### 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 good 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 Chief Finance Officer 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 notes the assessment carried out by the Monitoring Officer and the Chief Finance Officer and the actions set out in Appendix 3.

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**Background Papers:**

Local Code of Good Governance-  
The New Framework March 2017

Summary of the Council’s compliance with its adopted Code of Good Governance

Principle	Assessment of Monitoring Officer and Chief Finance Officer and Evidence
<p>A. How does the organisation behave with integrity, demonstrating strong commitment to ethical values, and respect the rule of law?</p>	<p>Detailed and up to date Constitution on decision making including expected standards of conduct. Good emphasis on Member Induction and Member Development generally. Sound rules on Procurement and Contract Standing Orders which have been recently reviewed to ensure they are fit for purpose. Comprehensive Scheme of Delegations and transparent decision making processes. Robust financial procedures ensuring probity in decision making. Protocols in place for statutory Chief Officers in carrying out their functions. Member and Officer Codes of Conduct in place, and robust complaints procedures. Register of Gifts and Hospitality for Members and Officers. Up to date whistleblowing policy, ICT Security policy, equality &amp; diversity training and data protection modules in place. New Financial Regulations adopted (which was an outstanding action in the previous year’s Action Plan)</p>
<p>B. How does the organisation ensure openness and comprehensive stakeholder engagement?</p>	<p>Detailed Constitution on how the Council makes decisions including rights of stakeholders. Well established overview and scrutiny panels open to the public. Council’s website includes published calendar of meetings, including agendas, minutes and key decisions of both members and officers; good FOI policies in place and sound system for dealing with requests for information and good emphasis on compliance with deadlines. Local Plan 2016 Initial Proposals Consultation; robust Transparency Code; Annual Financial Report and Annual Governance Statement published. Good positive use of Social Media for Council business purposes i.e. Facebook; H&amp;L, Annual Member Survey, Mystery Shopper; Annual User Survey. Partnership arrangements – need to be reviewed to include Terms of reference, risks in collaborative working, added value of partnership working and up to date Partnerships Register. Engagement with relevant charities providing training on universal credit. We continue to work with libraries to assist with the digital champion programme and welfare reforms. Hometalk magazine produced twice a year ensuring good liaison with Council tenants. Multi-Agency Forum for homelessness established bringing together community groups and other public sector groups to ensure wider and better engagement on the key issue of homelessness.</p>

<p>C. How does the organisation define outcomes in terms of sustainable economic, social and environmental benefits?</p>	<p>Good standard of Committee reports; Corporate Plan; Corporate Framework; Local Plan 2016 (for which approval will be sought by Council in June 2018 to publish reviewed Local Plan); risk management strategy; Annual Performance and Budget Outturn report; Procurement rules, Regulations and Contract Standing Orders; good compliance with Environmental Information Regulations (EIR); Medium Term Financial Plan; Capital Programme – all add to the achievement of positive economic, social and environmental benefit. Significant work ongoing in Planning to ensure schemes enhance the environment. The Economic Development Section seeks, within the context of a need for development in a sustainable way, to support business investment, businesses with a local identity and new businesses and upskilling and supporting measure to improve the skills of the existing workforce.</p>
<p>D. How does the organisation determine how to best optimize the achievement of intended outcomes</p>	<p>Evidence of well thought out processes involving key officers including EMT at correct stages of new projects/initiatives. Well established reporting to Cabinet, Audit Committee and Overview and Scrutiny Committees in place with stakeholder engagement also achieved through the bespoke task and finish group process. Clear decision making protocols in place. Corporate plan sets out the overall Council strategy and key priorities. Publication of Annual performance reporting including key performance indicators. Regular Medium Term Financial Planning sets overall context of financial challenges. Risk Register sets overall context for risk management. The Corporate Framework, supported by overview and scrutiny panels, articulates how the Council's priorities are to be delivered through the strategies that will help support that delivery.</p>
<p>E. How does the organisation develop the entity's capacity, including the capability of its leadership and the individuals within it?</p>	<p>The Leader of the Council has undertaken a review of the Cabinet, and has subsequently increased Portfolio Holder numbers from 6 to 8; detailed Constitution; good Member Induction and Member Development Programme; Annual Workforce report; Good emphasis on development of individuals generally. Well established annual appraisal process. Good emphasis on Secondments and Apprenticeship opportunities; Staff Performance Development Review; Continuing Professional Development Programmes; Benchmarking; Training programmes in existence including Health &amp; Safety, Fire Safety, Safeguarding, Equalities, Social Media; Staff 1:1; Periodic staff surveys In recent years, reviews of senior management and structures have brought about positive changes to meet the challenges of the future with emphasis remaining on the delivery of quality services to the community. Regular EMT site visits and Chief Executive communications.</p>

<p>F. How does the organisation manage risks and performance through robust internal control and strong public financial management?</p>	<p>Detailed and up to date Constitution. Well established reporting to Audit Committee and Overview and Scrutiny Committees in place with good emphasis on member induction and input. Risk Management Strategy in place, as well as Strategic and Service Risk Registers. Strong emergency response plan and suitable training of key officers on emergency planning scenarios. Financial regulations have recently undergone extensive review to ensure they are suitable and fit-for-purpose. Robust financial procedures ensuring probity in making decisions. Detailed Medium Term Financial planning and Financial Monitoring reporting throughout the year. Suitable level of expertise within the finance and audit functions. External Audit of Annual Financial Report including value for money opinion. Risk based internal auditing service/planning, with progress regularly reviewed by the Audit Committee. Key strategies and policies in place; Anti-Fraud and Corruption Strategy; Information Governance Policy; Information Asset Register; ICT Security Policy; GDPR Action Plan.</p>
<p>G. How does the organisation implement good practices in transparency, reporting and audit to deliver effective accountability?</p>	<p>Well established reporting to Cabinet, Audit Committee and Overview and Scrutiny Committees. Council website includes published calendar of meetings, including agendas, minutes and key decisions of both members and officers. Transparency pages on website gives information on contracts, payments to suppliers, access to information and other useful information. Clear decision making protocols and detailed Scheme of Delegation so that accountability for decisions is clear. Financial responsibility and accountability understood by senior management and members alike. Auditors prepares and presents independent annual opinion report, and regular updates on audit plan progress. Sound and suitably resourced internal audit service. Detailed Medium Term Financial Planning and Financial Monitoring reporting throughout the year. Regular financial updates provided by finance service to accountable officers. Peer review undertaken during 2017 provided positive feedback along with recommended actions. Annual Governance Statement reviewed by Audit Committee and external audit. New approach to the provision of Internal Audit through the Southern Internal Audit Partnership (hosted by Hampshire County Council).</p>

**APPENDIX 2****Follow up to Actions Arising from the Local Code of Good Governance Review 2016/17**

<b>Topic</b>	<b>Action</b>	<b>Responsible Officer</b>	<b>Deadline</b>	<b>Follow up as of June 2018</b>
Financial Regulations	To review and update Financial Regulations.	Financial Services Manager (S151 Officer)	March 2018	Completed
Partnerships	To review partnership arrangements to include: terms of reference, identify risks in collaborative working, ensure added value of partnership working is explicit, produce accurate and up to date Partnerships Register	Executive Head – Resources working with EMT	March 2018	This review has been rescheduled to complete during 2018/19

**APPENDIX 3**

**Actions Arising from the Good Governance Review 2017/18**

Topic	Action	Responsible Officer	Deadline
Business Continuity	A stronger corporate wide approach is required	Beccy Drummond/ Executive Heads with Service Managers	March 2019
Review and develop ICT Security Policy to include emerging Cyber Security Risk	All organisations worldwide face increasing cyber related threats. Whilst the ICT Security Policy was reviewed in 2017/18, further work is required on cyber security risks.	Rob Beere/Executive Head	March 2019
Partnership Register	An accurate and up to date Partnership register is required to ensure fit for purpose terms of reference, risks of collaborative working and the added value of partnerships all of which should be suitably documented	Beccy Drummond/Executive Heads	March 2019