Inverclyde council

Report To:	**Audit Committee**	**Date:**	**5 March 2024**
Report By:	**Head of Legal, Democratic, Digital and Customer Services**	**Report No:**	**AC/05/24/IS/APr**
Contact Officer:	**Andi Priestman**	**Contact No:**	**01475 712251**
Subject:	**Review of Local Code of Governance**		

1.0 PURPOSE AND SUMMARY

1.1 ☒For Decision   ☐For Information/Noting

1.2 The purpose of this report is to advise Members that a review of the Local Code of Governance has been undertaken and there were no significant changes identified.

RECOMMENDATIONS

2.1 It is recommended that Members approve the Local Code of Governance for 2023-24.

Iain Strachan
Head of Legal, Democratic, Digital and Customer Services

3.0 BACKGROUND AND CONTEXT

3.1 Good governance for local authorities means ensuring 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, where appropriate, lead their communities.

3.2 The Chartered Institute of Public Finance and Accountancy (CIPFA)/Society of Local Authority Chief Executives (SOLACE) provide a framework for developing and maintaining a Local Code of Governance and for discharging accountability for the proper conduct of public business to support the publication of an Annual Governance Statement. It defines the principles that should underpin governance and suggests best practice as:

- reviewing the Council's existing governance arrangements against the Framework.
- developing and maintaining a Local Code of Governance, including arrangements for ensuring its ongoing application and effectiveness. The Framework outlines seven core principles of good governance and translates each one into a range of specific requirements that should be reflected in the Local Code of Governance.
- preparing an Annual Governance Statement to report publicly on the extent to which the Council complies with its local Code, including how the effectiveness of these arrangements during the year have been monitored and on any planned changes in the coming period.

3.3 In addition to the Local Code of Governance, monitoring processes have also been developed whereby all chief officers are required to review the effectiveness of these arrangements within their own services/directorate during the year and highlight any gaps as appropriate.

3.4 The Local Code of Governance and monitoring processes will underpin the assertions made in the Annual Governance Statement and provide the evidence base for scrutiny by the external auditors.

4.0 PROPOSALS

4.1 The Audit Committee is asked to note the formal review in relation to the Local Code of Governance for 2023-24 and that no substantive changes are required. The updated Local Code of Governance is attached at Appendix 1.

4.2 The Audit Committee is asked to approve the Local Code of Governance for 2023-24.

5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		X
Legal/Risk	X	
Human Resources		X
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

5.2 **Finance**

There are no direct financial implications arising from this report.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

5.3 **Legal/Risk**

The Local Code of Governance largely codifies the Council's governance arrangements against the CIPFA/SOLACE Delivering Good Governance in Local Government Framework and the review does not highlight any significant new developments or issues arising which require to be highlighted.

5.4 **Human Resources**

There are no direct human resources implications arising from this report.

5.5 **Strategic**

This report relates to strong corporate governance.

6.0 CONSULTATION

6.1 Relevant Officers from the Corporate Quality Improvement Group were asked to provide updates to the Local Code of Governance as appropriate.

7.0 BACKGROUND PAPERS

7.1 Delivering Good Governance in Local Government Framework (2016, CIPFA/SOLACE)

Local Code of Governance 2023-24

Principle A
Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rules of the law

Sub Principle
1. Behaving with integrity

LA Requirement	Evidence
1.1 Ensuring 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. 1.2 Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. 1.3 Leading by example and using these standard operating principles or values as a framework for decision making or other actions. 1.4 Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively.	• Code of Conduct for Members December 2021 • Code of Conduct for Employees • Member/Officer Protocol • Member Induction • Employee Induction • Council's political decision-making process as set out in Standing Orders and Scheme of Administration • Declarations of Interests made at meetings • Anti-Fraud, Corruption and Irregularity Policy • Register of Interests (Members) • Related Party Transaction Disclosure (Chief Officers) • Register of Gifts and Hospitality • Whistleblowing Policy and Procedures • Complaints Policy • Annual Complaints Report • Minutes of Meetings • FOI Publication Scheme • Council Plan 2023/28 • Committee Delivery and Improvement Plans • Service Delivery and Improvement Plans • Communications and Engagement Strategy 2023/25 • Corporate self-evaluation using the Best Value Framework • Historical Links to Slavery – Reparatory Plan

Local Code of Governance 2023-24

LA Requirement	Evidence
Sub Principle 2. Demonstrating strong commitment to ethical values	
2.1 Seeking to establish, monitor and maintain the organisation's ethical standards and performance. 2.2 Underpinning personal behavior with ethical values and ensuring they permeate all aspects of the organisation's culture and operation. 2.3 Developing and maintaining robust policies and procedures. 2.4 Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high ethical standards expected by the organisation.	- HR Policies and Procedures - Code of Conduct for Members December 2021 - Code of Conduct for Employees - Procurement Strategy 2022/25 and Policies - Inverclyde Alliance MOU - Inverclyde Leisure Trust Funding Agreement and Articles of Association - Riverside Inverclyde Members Agreement and Articles of Association - Glasgow City Region Deal Agreement and Assurance Framework - Equalities Mainstreaming Reports - Corporate Equality Outcomes 2021/25 - Education Equality Outcomes 2021/25 - Equality Impact Assessments <s>Locality Planning Working Agreement</s> Fair Work Statement - Equal Pay Statements - Disability, Ethnicity and Gender Pay Gap information - Fairer Scotland Duty Statement on the Council's Budget - Policy Statement on the Licensing of Sexual Entertainment Venues - Inverclyde Council Criminal Finances Act 2017 Policy - Historical Links to Slavery – Reparatory Plan EquallySafeatWork Bronze Accreditation Scheme of Delegation

Local Code of Governance 2023-24

Principle A
Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rules of the law

LA Requirement	Evidence
Sub Principle 3. Respecting the rules of the law	
3.1 Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations. 3.2 Creating 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. 3.3 Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders. 3.4 Dealing with breaches of legal and regulatory provisions effectively. 3.5 Ensuring corruption and misuse of power are dealt with effectively.	• Key Constitutional Documents – Standing Orders and Scheme of Administration, Scheme of Delegation and Standing Orders relating to Contracts • Chief Financial Officer has been appointed as s95 Officer • The Head of Legal, Democratic, Digital and Customer Services has been appointed as Monitoring Officer • Financial Regulations February 2022 • Anti-Fraud, Corruption and Irregularity Policy June 2017 • Whistleblowing Policy and Procedures • Implementation of The Community Empowerment (Scotland) Act 2015 through the Inverclyde Alliance Partnership Plan 2023/33, locality planning and locality action plans. • Inverclyde Council Criminal Finances Act 2017 Policy

Local Code of Governance 2023-24

Principle B
Ensuring openness and comprehensive stakeholder engagement
Sub Principle 1. Openness

LA Requirement	Evidence
1.1 Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness. 1.2 Making 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. 1.3 Providing 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. 1.4 Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/courses of action.	• Council Plan 2023/28 • Committee Delivery and Improvement Plans 2023/26 • Committee Delivery and Improvement Plans Performance Reports • Service Delivery and Improvement Plans • Refreshed Strategic Planning and Performance Management Framework • Pentana • Annual Report and Accounts • (Corporate) Equality Mainstreaming Report, Progress on Equality Outcomes and Equal Pay Statement • Education Equality Mainstreaming Report and Progress on Education Equality Outcomes • Annual Performance Report • Biannual progress report on Council Plan 2023/28 • Annual LGBF report • Dedicated public performance reporting web pages • Budget Consultation and Engagement • Inspection reports reviewed by relevant Service Committees • Committee reporting format • Committee meetings calendar • Community Engagement Strategy • Inverclyde Council website • Media and Social Media Protocol • Council Standing Orders ensure that all meetings of the Council and Committees are open to the public unless there are specific items exempt in terms of the Local Government (Scotland) Act 1973 • Community Engagement Strategy • Citizens' Panel • Consultation element of Equality Impact Assessments • Community Council engagement • Live streaming and recordings of Council Committee meetings on You Tube • Complaint Handling Annual Report • Freedom of Information Annual Report • Data Protection Officer's Annual Report • Chief Social Work Officer Report

Local Code of Governance 2023-24

Principle B
Ensuring openness and comprehensive stakeholder engagement

Sub Principle
1. Engaging comprehensively with institutional stakeholders

LA Requirement	Evidence
2.1 Effectively engaging 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. 2.2 Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively. 1.3 Ensuring that partnerships are based on: • Trust; • A shared commitment to change; • A culture that promotes and accepts challenge among partners; and that • The added value of partnership working is explicit	• Community Engagement Strategy • Citizens' Panel • Virtual Listening Events • Consultation element of Equality Impact Assessments • Budget consultation and engagement • Employee Surveys • Inverclyde Council website • HSCP Strategic Plan • HSCP Communication Strategy • HSCP Strategic Planning Group • Community Council Engagement • HSCP Stakeholders Database (Your Voice, Carers' Centre and CVJ) • CPP Improvement Plan • Inverclyde Alliance Agendas and Minutes • Riverside Inverclyde MOU and SLA • Pupil and Parent Councils • Community Group Forums • HSCP Advisory Network • Locality Action Plans • Communication and Engagement Groups • 'Celebrate the Present, Shape the Future' events • *Clyde Conversations* - engagement events with local young people

Local Code of Governance 2023-24

Principle B
Ensuring openness and comprehensive stakeholder engagement
Sub Principle
3. Engaging stakeholders effectively, including individual citizens and service users

LA Requirement	Evidence
3.1 Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve citizens, service users and other stakeholders to ensure that service/other provision is contributing towards the achievement of intended outcomes. 3.2 Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement. 3.3 Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs. 3.4 Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity. 3.5 Taking account of the interests of future generations of tax payers and service users.	• Community Engagement Strategy • Virtual Listening Events • Budget Engagement Process • Consultation element of Equality Impact Assessments • Joint Budget Group with Trade Unions • Employee Surveys • Community Council Engagement • HSCP Stakeholders Database (Your Voice, Carers' Centre and CVJ) • Pupil and Parent Councils • Community Group Forums • HSCP Advisory Network • Citizens' Panel • Employee Surveys • ~~Local Outcome Improvement Plan~~ • Inverclyde Alliance Partnership Plan 2023/33 • Locality Action Plans • Communication and Engagement Groups Terms of Reference • 'Celebrate the Present, Shape the Future' events • *Clyde Conversations* - engagement events with local young people

Local Code of Governance 2023-24

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

Sub Principle
1. Defining outcomes

LA Requirement	Evidence
1.1 Having 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.	• ~~Inverclyde Alliance~~ Partnership Plan 2023/33
	• Locality Action Plans
	• Locality Planning
1.2 Specifying 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.	• ~~LOIP~~ Inverclyde Alliance Governance Arrangements
	• Council Plan 2023/28
	• Committee Delivery and Improvement Plans 2023/26 ~~and Risk Register~~
	• HSCP Strategic Plan
1.3 Delivering defined outcomes on a sustainable basis within the resources that will be available.	• Corporate self-evaluation (annually from 2023 onwards)
	• Self-evaluation Framework
1.4 Identifying and managing risks to the achievement of outcomes.	• Committee Reports (updated template June 2022)
	• HSCP Quarterly Service Reviews
	• Community Planning arrangements
1.5 Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available.	• Annual report and accounts
	• Financial Strategy
	• Risk Management Strategy
	• Public Performance Reporting
	• (Corporate) Equality Outcomes 2021/25
	• Education Equality Outcomes 2021/25
	• Budget consultation exercise
	• Fairer Scotland Duty
	• Net Zero Strategy
	• Net Zero Action Plan 2022/27

Local Code of Governance 2023-24

Principle C	
Defining outcomes in terms of sustainable economic, social and environmental benefits	
Sub Principle	
2. Sustainable economic, social and environmental benefits	
LA Requirement	**Evidence**
2.1 Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision. 2.2 Taking 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. 2.3 Determining 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. 2.4 Ensuring fair access to services.	• Capital Programme • Procurement Strategy 2022/25 and Procedures • HSCP Market Facilitation and Commissioning Strategy • Budget process • Glasgow City Region Deal • Agendas and Minutes of Meetings • Financial Strategy • Budget process • Local Development Plan • Council Website • Budget consultation exercise • Adherence to statutory guidance • Equality Impact Assessments • (Corporate) Equality Mainstreaming Report, Progress on Equality Outcomes and Equal Pay Statement • Education Equality Mainstreaming Report and Progress on Education Equality Outcomes • Fairer Scotland Duty • Net Zero Strategy • Net Zero Action Plan 2022/27

Local Code of Governance 2023-24

<table>
<tr><td colspan="2">Principle D
Determining the interventions necessary to optimise the achievement of the intended outcomes</td></tr>
<tr><td colspan="2">Sub Principle
1. Determining interventions</td></tr>
<tr><td>LA Requirement</td><td>Evidence</td></tr>
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1.1 Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided.

1.2 Considering 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 resource available including people, skills, land and assets and bearing in mind future impacts

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- Options Appraisals
- Agendas and Minutes of Meetings
- Corporate Template – Service Review Guidance
- Budget Consultation Process
- Citizens' Panel
- Financial Strategy
- Members Budget Working Group
- Communication and Engagement Groups
- Equality Impact Assessments

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<tr><td colspan="2">Sub Principle
2. Planning interventions</td></tr>
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2.1 Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets.

2.2 Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered.

2.3 Considering and monitoring risks facing each partner when working collaboratively including shared risks.

2.4 Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances.

2.5 Establishing 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.

2.6 Ensuring capacity exists to generate the information required to review service quality regularly.

2.7 Preparing budgets in accordance with organizational objectives, strategies and the medium-term financial plan.

2.8 Informing by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy.

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- Performance Management Framework
- Committee Delivery and Improvement Plans
- Committee Delivery and Improvement Plans Annual Refresh
- Service Delivery and Improvement Plans
- Financial Strategy
- Regular Performance Reporting
- Budget Process
- Council Website
- Self-Evaluation Framework/self-evaluation improvement plans
- Risk Management Strategy/Risk Registers
- Council Standing Orders- & Scheme of Administration
- Financial Strategy Scenario Planning
- Employee Surveys
- Communication and Engagement Groups
- Equality Impact Assessments
- Strategic Planning and Performance Management Framework
- Annual Performance Report
- Self-Evaluation Framework 3 year rolling programme
- Partnership Plan 2023/28
- Inverclyde Alliance~~LOIP~~ Partnership Groups
- Pentana
- BRAG Status included in Committee performance reports

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Local Code of Governance 2023-24

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

Sub Principle
2. Planning interventions

LA Requirement	Evidence
	• Regular CD&IP reporting to Committee • Local Scrutiny Plan • Members Budget Working Group • Financial Strategy • Reserves Strategy • Asset Management Plans

Sub Principle
3. Optimising achievement of intended outcomes

LA Requirement	Evidence
3.1 Ensuring that the medium-term financial strategy integrates and balances service priorities, affordability and other resource constraints. 3.2 Ensuring the budgeting process is all-inclusive, taking account the full cost of operations over the medium and longer term. 3.3 Ensuring 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. 3.4 Ensuring the achievement of 'social value' through service planning and commissioning.	• Financial Strategy • Members Budget Working Group • Reserves Policy • Capital Programme • Asset Management Plans • Budget Consultation Process • Equality Impact Assessments • Budget Savings Proformas • Change Board Arrangements • Corporate Procurement Strategy 2022/25 • Alternative models of service delivery – HSCP • HSCP Market Facilitation and Commissioning Strategy/Plan • MAPPA Annual Report • Equally Safe Plan • Childrens Services Plan • HSCP Strategic Plan • Community Justice Outcomes Improvement Plan • Annual Child Protection Improvement Plan • Biannual Report Adult Support and Protection

Local Code of Governance 2023-24

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

Sub Principle
1. Developing the entity's capacity

LA Requirement	Evidence
1.1 Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness. 1.2 Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that outcomes are achieved effectively and efficiently. 1.3 Recognising the benefits of partnerships and collaborative working where added value can be achieved. 1.4 Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources	• Refreshed Strategic Planning and Performance Management Framework • Corporate self-evaluation (annually from 2023 onwards) using BV framework • Capital Asset Management Group • APSE Benchmarking Reports • Local Government Benchmarking Framework reports to CMT and Committee • Participation in a range of benchmarking groups • Options Appraisal • Service Review Guidance • Procurement Strategy 2022/25 • Community Planning Partnership • HSCP • Glasgow City Region Deal • Shared Services • People and Organisational Development Strategy • Service Workforce Plans • HSCP People Plan • Inverclyde Alliance Partnership Plan 2023/33 • Locality Action Plans • LOIP Inverclyde Alliance Partnership Plan Delivery Plans • Recovery Plans • Hybrid Working Strategy

Local Code of Governance 2023-24

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

Sub Principle
2. Developing the capability of the entity's leadership and other individuals

LA Requirement	Evidence
2.1 Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained.	• Induction Programme for Members • E-learning and face to face Corporate Induction for Employees • Induction Guidelines for Managers • Leadership courses for teachers • Standing Orders and Scheme of Administration • Scheme of Delegation • Member/Officer Protocol • Multi Member Wards • Job descriptions and person specifications for statutory officer roles • Personal Development Plans for Members • Positive Conversations and Personal Development Plans for Employees • Mentoring Programme • Inverclyde Learns E-learning • WIAR Reporting on Training Matrix for senior managers • Citizens' Panel • Community Councils • Equality Impact Assessments • Members Budget Working Group • HR policies • Health and Safety Policy • Occupational Health Provision • Occupational Risk Assessment Process • Healthy Working Lives initiative • Disability Confident Scheme • Locality Planning Model • Health and Wellbeing Surveys
2.2 Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body.	
2.3 Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure, whereby the chief executive leads the authority 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.	
2.4 Developing the capabilities of members and senior management to achieve effective shared 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.	
2.5 Ensuring that there are structures in place to encourage public participation.	
2.6 Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections.	
2.7 Holding staff to account through regular performance reviews which take account of training or development needs.	
2.8 Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.	

Local Code of Governance 2023-24

Principle F
Managing Risks and performance through robust internal control and strong public financial management

Sub Principle
- Managing risk

LA Requirement	Evidence
1.1 Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making.	• Standing Orders & Scheme of Administration • Scheme of Delegation • Risk Management Strategy 2023 • Corporate Risk Management Group
1.2 Implementing robust and integrated risk management arrangements and ensuring that they are working effectively.	• Risk Management Monitoring and Reporting Process January 2022 • Strategic Planning and Performance Management Framework
1.3 Ensuring that responsibilities for managing individual risks are clearly allocated.	• Audit Committee • Service, Directorate and Corporate Risk Registers • Introduction of Pentana

Sub Principle
- Managing performance

LA Requirement	Evidence
2.1 Monitoring service delivery effectively including planning, specification, execution and independent post-implementation review.	• Refreshed Strategic Planning and Performance Management Arrangements • Performance Management Framework
2.2 Making 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.	• Corporate self-evaluation (annually from 2023 onwards) using BV framework • Self-evaluation Framework • Capital Programme Monitoring • Post-implementation reviews • Committee Report Template • Equality Impact Assessments
2.3 Ensuring an effective scrutiny or oversight function is in place which encourages 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 (OR, for a committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making.	• Minutes and Committee Reports • Annual Performance Report • Committee Delivery & Improvement Plans Performance Reporting • <u>Service Delivery & Improvement Plans</u> • Local Government Benchmarking Framework Performance Report
2.4 Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement	• Dedicated Elected Member Briefings on performance • Scheme of Delegation • Code of Conduct for Members
2.5 Ensuring there is consistency between specification stages (such as budgets) and post-implementation reporting (e.g. financial statements).	• Council Standing Orders & Scheme of Administration • Agendas and Minutes • Members' Induction/Training Programme • Positive Conversations

Local Code of Governance 2023-24

Principle F	
Managing Risks and performance through robust internal control and strong public financial management	
Sub Principle	
• Managing Performance	

LA Requirement	Evidence
	• Committee Timetable
	• Contract Standing Orders
	• Financial Regulations
	• ~~Locality Planning Working Agreement~~
	• <u>Fair Work Statement</u>
	• Elected Members' briefings

Sub Principle	
• Robust Internal Control	

LA Requirement	Evidence
3.1 Aligning the risk management strategy and policies on internal control with achieving objectives.	• Risk Management Strategy 2023
3.2 Evaluating and monitoring risk management and internal control on a regular basis.	• Risk Management Monitoring and Reporting Process January 2022
3.3 Ensuring effective counter fraud and anti-corruption arrangements are in place.	• <u style="color:red">Corporate Risk Management Group</u>
3.4 Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor.	• Internal Audit Annual Audit and Assurance Report
	• Internal Audit Progress Reports to Audit Committee at each cycle
	• Budget Monitoring Arrangements
	• Anti-Fraud, Corruption and Irregularity Policy 2017
	• Annual Governance Statement
	• Annual Report and Accounts
3.5 Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body: 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.	• Internal Audit Annual Audit Strategy and Plan
	• Audit Committee Membership and Terms of Reference
	• Members' Induction/Training Programme
	• Business Continuity Plans and Impact Assessment documentation

Local Code of Governance 2023-24

Principle F
Managing Risks and performance through robust internal control and strong public financial management

Sub Principle
• Managing Data

LA Requirement	Evidence
4.1 Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data. 4.2 Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies. 4.3 Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring.	• Code of Conduct for Members • Code of Conduct for Employees • Information Governance Framework • Acceptable Use of Information Systems Policy • Retention and Disposal of Records Policy • Information Asset Register • Business Classification Scheme • Information Classification Policy • Designated Data Protection Officer • Data Protection Policies and Procedures • Data Sharing Protocols • Data Sharing Register • Data Processing Agreements • Data Protection Impact Assessments • Data Breach Management Protocol • Refreshed Strategic Planning and Performance Management Framework • Data Quality and Sign off Procedures eg LGBF analysis • Record Management Plan • Pentana • Information Governance Steering Group • Privacy Notices • Data Protection Officer's Annual Report

Sub Principle
• Strong Public Financial Controls

LA Requirement	Evidence
5.1 Ensuring financial management supports both long-term achievement of outcomes and short-term financial and operational performance. 5.2 Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls.	• Financial Strategy • Treasury Management Strategy Statement and Annual Investment Strategy 2023/24 to 2026/27 • Capital Strategy • Reserves Strategy • Budget Monitoring Reports • Annual report and accounts • Financial Regulations February 2022

Local Code of Governance 2023-24

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

Sub Principle
1. Implementing good practice in transparency

LA Requirement	Evidence
1.1 Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate. 1.2 Striking 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.	• Council website • Corporate reporting format • Annual Performance Report • Biannual performance report on Council Plan 2023/28 • Public Performance web pages • Annual report and accounts • ~~Annual Efficiency Statement~~ • Local Government Benchmarking Framework Report • (Corporate) Equality Mainstreaming Report, Progress on Equality Outcomes and Equal Pay Statement • Education Equality Mainstreaming Report and Progress on Education Equality Outcomes • Live streaming and recordings of Council Committee meetings on You Tube

Sub Principle
2. Implementing good practices in reporting

LA Requirement	Evidence
2.1 Reporting at least annually on performance, value for money and the stewardship of its resources. 2.2 Ensuring Members and senior management own the results. 2.3 Ensuring robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (annual governance statement). 2.4 Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate. 2.5 Ensuring 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.	• Annual Performance report • Biannual performance report on Council Plan 2023/28 • Public Performance Reporting Web Pages • Council website • Annual report and accounts • ~~Annual Efficiency Statement~~ • Local Government Benchmarking Framework Report and Elected Member briefing • Committee Agendas and Minutes • Committee Delivery & Improvement Plans performance reports • Service Delivery & Improvement Plans • Improvement Actions and Monitoring • Annual Governance Statement assurance process • (Corporate) Equality Mainstreaming Report, Progress on Equality Outcomes and Equal Pay Statement • Education Equality Mainstreaming Report and Progress on Education Equality Outcomes

Local Code of Governance 2023-24

Principle G	
Implementing good practices in transparency, reporting and audit to deliver effective accountability	
Sub Principle	
3. Assurance and effective accountability	
LA Requirement	**Evidence**
3.1 Ensuring that recommendations for corrective action made by external audit are acted upon.	• External Audit Follow Up Report to Audit Committee at every cycle
	• Internal Audit Charter
3.2 Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon.	• Internal Audit Progress Reports to Audit Committee at every cycle
	• Internal Audit Follow Up Report to Audit Committee at every cycle
3.3 Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations.	• Internal Audit Annual Report and Assurance Statement
	• Reviews and Inspections from external bodies are reported to relevant Service Committee.
3.4 Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement.	• Improvement Actions are agreed and monitored.
	• AGS Head of Service Checklist
	• Community Planning Partnership Governance Arrangements
3.5 Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met.	• Community Engagement Arrangements
	• Best Value Updates to P&R Committee
	• Inverclyde Alliance Memorandum of understanding
	• Inverclyde Alliance Partnership Plan 2023/33
	• Locality Action Plans