

Report to	Cabinet	Item 7
	08 November 2017	
Report of	Director of business services	
Subject	Review of the council's Code of Corporate Governance	

Purpose

To consider the council's revised Code of Corporate Governance, in line with the 2016 update to the CIPFA/SOLACE guidance and the Local Government Framework for Delivering Good Governance.

Recommendation

To recommend that council approves the revised Code of Corporate Governance and to recommend it to council for approval.

Corporate and service priorities

The report helps to meet the corporate priority value for money services.

Financial implications

None

Ward/s: All Wards

Cabinet member: Councillor Kendrick - resources

Contact officers

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Background documents

None

Report

Background

1. The Audit and Account Regulations 2015 requires the council to produce an Annual Governance Statement (AGS) to accompany the Statement of Accounts.
2. The AGS summarizes the extent to which the council is complying with its Code of Corporate Governance and details, as appropriate, any significant actions needed to improve the governance arrangements in the year ahead.

The Code of Corporate Governance

3. The council's governance arrangements are documented in its Code of Corporate Governance. This includes references to the relevant local codes, policies and procedures.
4. The council's current Code was adopted in October 2008 and is included in the constitution as appendix 19.
5. The Code is regularly reviewed and updated with the Annual Governance Statement. Significant changes, such as reflecting changes in legislation and codes of practice, are reviewed by cabinet on the recommendation of the constitution working party, and recommended to full council for approval. The most recent significant update was in 2014 to reflect governance arrangements required by the CIPFA Statement on the Role of the Chief Financial Officer in Local Government.

Current revision

6. CIPFA / SOLACE provide guidance which is intended to be used as best practice for developing and maintaining a locally adopted Code.
7. The guidance details the principles of good governance, to categorize examples within the Code.
8. The guidance was recently reviewed to reflect that councils may be operating differently due to austerity measures, and legislative changes such as the Localism Act 2011 and the Cities and Local Government Devolution Act 2016.
9. In addition the Accounts and Audit regulations were revised in 2015, which introduced some changes to the reporting requirements of the Statement of Accounts and the Annual Governance Statement.
10. Consequently the principles and terminology in the guidance have been updated to reflect these changes, and it is good practice to update the council's Code of Corporate Governance as well.

Process

11. The Code of Corporate Governance is Appendix 19 of the Constitution.
12. Article 17 of the Constitution (Audit Committee) states that the Audit Committee should “Review, consider and agree the AGS including the adequacy of the corporate governance framework and improvement action plan contained within it”. The Code of Corporate Governance is part of the corporate governance framework.
13. The revised Code was reviewed by the Corporate Leadership Team, and also presented to the audit committee on 20 June 2017. The AGS was also reviewed by the external auditors for completeness of disclosures, compliance with relevant professional guidance, and there were no matters arising.
14. Article 15 of the Constitution (Review and revision of the Constitution) states that “Changes to the appendices of this constitution will be made by the director of business services, to reflect decisions taken in accordance with the constitution of the council, the cabinet, a committee or the chief executive as the case may be”. The Director of Business Services recommended that the Code of Corporate Governance was reviewed by the constitution working party, which continues good practice already established in the council.
15. The constitution working party reviewed and approved the revised Code of Corporate Governance on 12 October 2017.

Conclusions

16. The Code of Corporate Governance has been updated to reflect the latest professional guidance for consideration.
17. The revision has been reviewed and approved by the Corporate Leadership Team, Audit Committee, and the Constitution Working Party.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	08/11/17
Director / Head of service	Anton Bull, Director of Business Services, Duncan Wilkinson, Chief Internal Auditor
Report subject:	Review of the council's Code of Corporate Governance
Date assessed:	27/10/17
Description:	To review of the council's Code of Corporate Governance and to recommend to Council.

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment
Positive
An updated Code of Corporate Governance will help to improve the governance arrangements within the Council.
Negative
None
Neutral
None
Issues
None



NORWICH
City Council

Code of Corporate Governance

Proposed

INTRODUCTION

Good governance

Good governance is about how the Council ensures that it is doing the right things, in the right way, for the communities it serves, in a timely, inclusive, open, honest and accountable manner.

Our commitment

Norwich City Council is committed to upholding the highest possible standards of good corporate governance, believing that good governance leads to high standards of management, strong performance, effective use of resources, increased public involvement and trust in the Council and ultimately good outcomes.

Good governance flows from shared values, culture and behaviour and from systems and structures. This Code of Corporate Governance is a public statement that sets out the framework through which the Council meets its commitment to good corporate governance.

The Governance Framework comprises the systems and processes, and cultures and values, by which the Council is directed and controlled and through which it accounts to, engages with and, where appropriate, leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate cost-effective services.

This local code of governance has been developed in accordance with and is consistent with the *Delivering Good Governance in Local Government* framework, which builds on the seven Principles for the Conduct of Individuals in Public Life (Appendix A).

Core principles of good governance

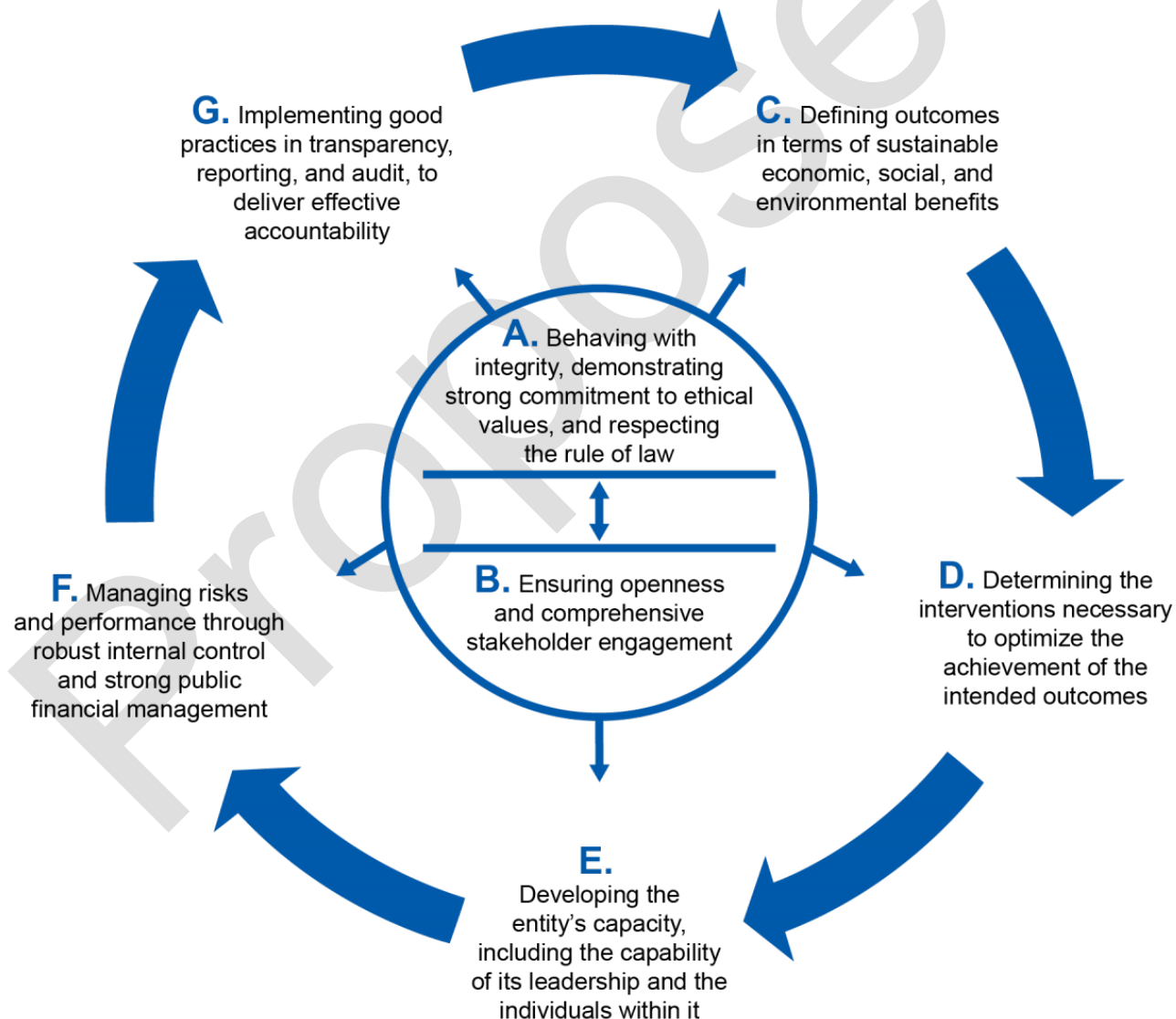
The core governance principles of the council are:-

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

Applying the core principles of good governance

This document describes how the Council achieves the seven principles of good governance and describes how the Council's corporate governance arrangements will be monitored and reviewed.

Achieving the Intended Outcomes While Acting in the Public Interest at all Times



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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
Behaving with integrity.	<ul style="list-style-type: none"> • The council's leadership sets a tone for the organisation by creating a climate of openness, support and respect through its Constitution, Corporate Plan and other key policies. • The council's constitution contains Codes of Conduct for officers (appendix 14) and members (appendix 13). This communicates the expectation that 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. The underlying principles which underpin the Codes of Conduct build upon the Seven Principles of Public Life (the Nolan Principles). • The council has in place a competency framework, which ensures that the vision and organisational values are communicated to, and understood by, staff. This framework forms the basis of the staff appraisal process. • The council has in place arrangements to ensure that councillors and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders, and has in place appropriate processes to ensure that they continue to operate in practice. This includes maintaining the statutory Register of Members Interests, and requiring officers to make Declarations of Interests. • The council has in place arrangements to ensure that core corporate policies and processes are designed in conformity with ethical standards, and are reviewed on a regular basis to ensure they are operating effectively. 	<ul style="list-style-type: none"> • Corporate plan • The Council's Constitution • Members Code of Conduct • Employee Code of Conduct • Core values • Register of Members' Interests • Declaration of Interest Guidance • Rules relating to Gifts and Hospitality • Members Induction/Training • Financial Regulations • Contract Procedure Rules • Scheme of Delegation • Statutory roles • Grievance Policy and Procedure • Information Governance

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
		Policies
Demonstrating strong commitment to ethical values.	<ul style="list-style-type: none"> • The council's Constitution establishes a clear ethical framework for the Council's operation, and core corporate policies and procedures place emphasis on agreed ethical values. • The council's Codes of Conduct and VALUES ensures that personal behaviour is underpinned with ethical values which permeate all aspects of the organisation's culture and operation. • The council maintains an effective constitution. • The council's Partnerships Governance Guidance sets out key considerations to ensure that partnerships act with integrity and in compliance with the ethical standards expected by the organisation. 	<ul style="list-style-type: none"> • The Council's Constitution • Constitution and Ethics Committee • Partnerships Governance Guidance • Members Code of Conduct • Officers Code of Conduct • Norwich VALUES
Respecting the rule of law.	<ul style="list-style-type: none"> • The council's policies and culture set the tone for members and employees to demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations, and ensure that statutory officers, other key post holders, and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements. • The council maintains and implements a Whistleblowing Policy to enable employees to raise any concerns of wrongdoing in confidence and without fear of reprisal. External suppliers, members of the public and councillors may raise any concerns about suspected illegal or illegitimate practices via the council's formal complaints procedure. • The council recognises the limits of lawful action and observes both the specific requirements of legislation and the general responsibilities placed 	<ul style="list-style-type: none"> • Anti-Fraud and Corruption Policy • Anti-Money Laundering Policy • Whistleblowing Policy • Formal Complaints Procedure • Role of the Monitoring Officer as per the Constitution • Scheme of Delegation

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
	<p>on it by public law. The council observes all specific legislative requirements placed upon it, as well as the requirements of general law, and deals with breaches of legal and regulatory provisions effectively. The council strives to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders.</p> <ul style="list-style-type: none">• The council ensures corruption and misuse of power are dealt with effectively through the Anti-Fraud and Corruption Policy.• The council's decision making framework is set out in the council's constitution including an effective scheme of delegation. The council's constitution is kept under continuous review in line with best practice, with a clear review plan, supported by a corporate governance group consisting of the executive head of business relationship management and democracy, monitoring officer, chief finance officer (section 151 officer), head of HR and learning and local LGSS audit manager.	

Principle B: Ensuring openness and comprehensive stakeholder engagement

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
Openness.	<ul style="list-style-type: none">• The council's constitution, Forward Plan and committee system ensures that decision-making is open and there is appropriate oversight and challenge, with an organizational commitment to openness.• The council makes decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. Committee meetings are held in public, and minutes and papers are available to the public on the council's website, including regular financial and performance forecasts. If a decision needs to be kept confidential, then the justification for this is provided.• The council's Corporate Plan, Statements of Accounts, and key strategies are available through the council website.• An effective Internal Audit function is resourced and maintained, with regular reporting to the audit committee.• The council is committed to being transparent, accountable and to increasing the amount of data it publishes for reuse by others. The Council maintains a Publication Scheme listing the information available to the public as a matter of course, and publishes responses to many Freedom of Information requests online.• The council uses formal and informal consultation and engagement to determine the most appropriate and effective interventions/courses of action.	<ul style="list-style-type: none">• Forward Plan• The Council's Constitution• Committee System• Internal Audit• Audit and Accounts Committee• Publication Scheme• Freedom of Information• Council Website• Corporate Plan• Statement of Accounts• Committee agendas, reports and minutes• Register of Members' Interests

Principle B: Ensuring openness and comprehensive stakeholder engagement

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
Engaging comprehensively with institutional stakeholders.	<ul style="list-style-type: none"> The council considers those institutional stakeholders to whom the authority is accountable, to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably. The council aims to develop formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively. The council has a corporate governance framework for working in partnerships, with significant partnerships and joint ventures such as those with LGSS and NPS Norwich being covered by service level agreements. 	<ul style="list-style-type: none"> Corporate Governance Framework for working in Partnerships The Council's Constitution Consultation with unions Cabinet portfolio
Engaging with individual citizens and service users effectively.	<ul style="list-style-type: none"> The council makes decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. Committee meetings are held in public, and minutes and papers are available to the public on the Council's website, including regular financial and performance forecasts. If a decision needs to be kept confidential, then the justification for this is provided. The council consults on its Corporate Plan proposals and other key aspects of its vision, strategic plans and priorities, with the local community and other key stakeholders. The council takes account of the impact of decisions on future generations of tax payers and service users. The council encourages, collects and evaluates the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs. The council maintains a customer feedback and complaints procedure to enable stakeholders to submit their views on council performance and services. 	<ul style="list-style-type: none"> Corporate Plan Consultation Consultation Strategy Public consultation, including the Norfolk Compact and Your Voice Community Impact Assessments Communications strategy and Communications handbook Tenant involvement web-page

Principle B: Ensuring openness and comprehensive stakeholder engagement

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
	<ul style="list-style-type: none">Any public consultations that are planned for the year are included in service plans. All consultations are co-ordinated by the council's business management group and reviewed on a quarterly basis. Information on current and closed consultations, including reports and minutes, is available on the council website.	

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
Defining outcomes.	<ul style="list-style-type: none">• The council's Corporate Plan states the organisation's purpose and intended outcomes, which provides the basis for the authority's overall strategy, planning and other decisions. It sets out the council's Vision and defines the key outcomes for the people of Norwich. Specific Council strategies and policies link to the outcomes defined in the Corporate Plan.• The council's five priorities are to make Norwich a safe, clean and low carbon city; a prosperous and vibrant city; a fair city; a healthy city with good housing; and to provide value for money services.• The Corporate Plan sets out how the council will deliver defined outcomes on a sustainable basis, within the resources that will be available. It also specifies the intended impact on, or changes for, stakeholders including citizens and service users, for the next five years.• The Corporate Plan sets out Key Performance Indicators (KPIs) to be used to assess the achievement of the council's outcomes. The council's corporate KPIs are reported to cabinet as part of the regular Finance and Performance reporting.• The council operates a risk management system to identify and manage risks to the achievement of outcomes. The Corporate Risk Register is reported to and reviewed by the council's Corporate Leadership Team, cabinet, and audit committee on a regular basis.	<ul style="list-style-type: none">• Corporate Plan 2015-2020• Corporate Management Team• Risk Management Policy and Procedures• Corporate Risk Register• Statement of Accounts• Finance & Performance Reports• Capital Strategy

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
Sustainable economic, social and environmental benefits.	<ul style="list-style-type: none">• The council considers and balances the combined economic, social and environmental impact of policies and plans when taking decisions about service provision. The council seeks to take a longer-term view with regard to decision-making, which takes account of risks.• Community Impact Assessments are undertaken for the key proposals included in the council's Corporate Plan, which identify the impact of decisions on different groups within the communities affected by the proposals. The Corporate Plan also incorporates the results of consultation with the local community and businesses.• The council seeks to determine 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.• The council identifies and monitors corporate performance indicators, which demonstrate performance against the council's planned outcomes and how benefits are being delivered.• The council maintains a prudential financial framework, balancing commitments with available resources and monitoring income and expenditure levels to ensure a sustainable balance is achieved.	<ul style="list-style-type: none">• Corporate Plan• Corporate Plan Consultation• Annual Statement of Accounts• External Auditors reports• Community Impact Assessments• Finance & Performance Reporting• Consultation Strategy

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
Determining interventions.	<ul style="list-style-type: none">• The council's Corporate Planning process incorporates business cases for proposed projects and savings, ensuring decision makers receive objective and rigorous analysis of a variety of options for achieving outcomes, indicating how intended outcomes would be achieved and associated risks. This ensures best value is achieved, however services are provided.• Feedback from citizens and service users is considered when making decisions about service improvements or where services are no longer required, in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts	<ul style="list-style-type: none">• Corporate Plan• Business Cases• Corporate Plan Consultation• Community Impact Assessments• Consultation Strategy• Transformation programme

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
Planning interventions.	<ul style="list-style-type: none"> The council has an established annual Corporate Planning process which sets a five-year strategic plan for the council that informs the development of strategic and operational plans, priorities and targets. The Corporate Plan is reviewed annually meaning that mechanisms for delivering outcomes are regularly reviewed and can be adapted to changing circumstances. The Corporate Plan incorporates medium term resource planning, including estimates of revenue and capital expenditure. Budgets are prepared in accordance with the council's objectives, strategies and the Corporate Plan. The Corporate Plan establishes 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. The council ensures that capacity exists to generate the information required to review service quality regularly. As part of the corporate planning process, the council engages with internal and external stakeholders in determining how services and other courses of action should be planned and delivered. 	<ul style="list-style-type: none"> Corporate Planning process Corporate Plan Partnerships Governance Guidance Corporate Plan Consultation Community Impact Assessments Consultation Strategy
Optimising achievement of intended outcomes.	<ul style="list-style-type: none"> The council ensures the Corporate Plan integrates and balances service priorities, affordability and other resource constraints, and that the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term. The council's Corporate Plan 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 	<p>Corporate Plan Risk Management Policy Corporate Risk Register Finance and Performance Reports Transformation programme</p>

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
	<p>outcomes to be achieved while optimising resource usage.</p> <ul style="list-style-type: none">• Achievement of Corporate Plan outcomes is monitored and reported to the council's Corporate Leadership Team through the Finance and Performance Reports, the Transformation Programme and other reporting.• The council maintains a robust system of risk management which identifies risks to the achievement of the council's intended outcomes and puts in place mitigating actions to support achievement.• The council maintains systems of business continuity and emergency planning to deal with failures in service delivery or emergencies which may threaten achievement of the council's intended outcomes.	<p>Corporate Leadership Team Business Continuity Plans Emergency Planning</p>

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
Developing the entity's capacity.	<ul style="list-style-type: none"> • The council recognises the benefits of partnerships and collaborative working where added value can be achieved. • The council maintains robust recruitment and selection processes to ensure that the council is able to attract suitable candidates, ensuring a diverse workforce that will add value to the organisation. • The council seeks to understand the capacity of its workforce and any gaps, and workforce development strategies are in place to develop the organisation's capacity as required to enhance the strategic allocation of resources. • The council reviews its operations, performance and use of assets on a regular basis to ensure their continuing effectiveness, and seeks to improve resource use through appropriate application of techniques such as benchmarking and other options, in order to determine how resources are allocated so that defined outcomes are achieved effectively and efficiently. 	<ul style="list-style-type: none"> • Partnership Governance • Recruitment and Selection Policy and Toolkit • Workforce Development Strategies • Transformation Programme • Corporate Plan • Corporate Planning Process • Finance and Performance Reporting • Corporate Risk Register
Developing the capability of the entity's leadership and other individuals.	<ul style="list-style-type: none"> • The council's constitution and Scheme of Delegation set out a clear statement of the respective roles and responsibilities of the council's executive (cabinet), the full council and individual members. The Scheme of Delegation clarifies the type of decisions that are delegated and those reserved for collective decision making of the governing body. Committee Terms of References set out a clear statement of the respective roles and 	<ul style="list-style-type: none"> • The Council's Constitution • Scheme of Delegation • Committee Terms of Reference • Members Code of Conduct

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
	<p>responsibilities of the council's committees. This ensures that a shared understanding of roles and objectives is maintained</p> <ul style="list-style-type: none"> • The council maintains protocols to ensure effective communication between council members and officers in their respective roles. • The Chief Finance Officer is a member of the Corporate Leadership Team with direct access to the Chief Executive and other members of the leadership team. • The council develops the capabilities of members, senior management, and officers to achieve effective 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, by: <ul style="list-style-type: none"> ○ Ensuring members and staff have access to appropriate induction tailored to their role, and that ongoing training and development matching individual and organisational requirements is available and encouraged; ○ Ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis; ○ Holding staff to account through regular performance reviews which take account of training or development needs; ○ Ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance 	<ul style="list-style-type: none"> • Officers Code of Conduct • Protocol on Members/Officer Relations • Workforce Development Strategies • Corporate Induction • Members induction and development • Performance Appraisal • Improving Performance Policy • Supervision Policy • Role of Internal Audit • CFO member of CLT

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
	<p>weaknesses both internal and external;</p> <p>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.</p>	

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
Managing risk	<ul style="list-style-type: none"> The council recognises that risk management is an integral part of all activities and must be considered in all aspects of decision making. Robust and integrated risk management arrangements are in place and regularly reviewed to ensure that they are working effectively. Risk management is embedded into the culture of the Council. The council ensures that responsibilities for managing individual risks are clearly allocated, and the Corporate Risk register is reported to and reviewed by the council's Corporate Leadership Team, Audit Committee and Cabinet on a regular basis. 	<ul style="list-style-type: none"> Risk Management Policy Risk Management Strategy Corporate Risk Register Audit Committee Risk Reports to Committees Project Management guidance Shared risk registers with Joint Ventures and Partners
Managing performance	<ul style="list-style-type: none"> Members and senior management are provided with regular reports on performance and progress towards achievement of outcomes. The council makes 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 The council encourages effective and constructive challenge and debate on policies and objectives, to support balanced and effective decision making. 	<ul style="list-style-type: none"> Finance and Performance Reporting Committee agendas, reports and minutes Transformation programme Customer Feedback Internal Audit Reports

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
Robust internal control	<ul style="list-style-type: none"> The council ensures effective counter fraud, anti-corruption and anti-money laundering arrangements are in place. Additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by Internal Audit. The audit committee is independent of the executive and accountable to the governing body, and: <ul style="list-style-type: none"> provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment; ensures that its recommendations are listened to and acted upon. 	<ul style="list-style-type: none"> Anti-Fraud & Corruption Policy Anti-Money Laundering Policy Whistleblowing Policy Internal Audit Internal Audit Annual Report Annual Governance Statement Risk Management Policy Risk Management Procedures Corporate Risk Register Audit Committee
Managing data	<ul style="list-style-type: none"> The council's information governance policies and procedures ensure that effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data. The council's Senior Information Risk Owner (SIRO) has lead responsibility to ensure that organisational information risks are properly identified and managed. The council ensures effective arrangements are in place and operating effectively when sharing data with other bodies. 	<ul style="list-style-type: none"> Data Protection Policy Freedom of Information/EIR Regulations Information Security Incident Policy Records Management Senior Information Risk Owner

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
		<ul style="list-style-type: none">• Partnership Governance
Strong public financial management	<ul style="list-style-type: none">• The council ensures that its financial management supports both long term achievement of outcomes and short-term financial and operational performance.• Ensures well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls.• The council ensures that officers with a role in financial management are provided with the support and resources to ensure strong public financial management.	<ul style="list-style-type: none">• Financial Regulations• Finance and Performance Reporting• Corporate Plan• Corporate Planning Process

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
Implementing good practice in transparency	<ul style="list-style-type: none"> • The council seeks to write and communicate reports and other information for the public and other stakeholders in a fair, balanced and understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate. • The council complies with the Local Government Transparency Code and publishes information required in a timely manner. • The council provides appropriate information to the public to ensure transparency, 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. 	<ul style="list-style-type: none"> • Committee agendas, papers and minutes • County Council website • Publication Scheme • Forward Plan
Implementing good practice in reporting	<ul style="list-style-type: none"> • The council's Annual Governance Statement ensures robust arrangements for assessing the extent to which the principles contained in this Framework have been applied, and the results of this assessment are published. • The council ensures that 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. • The council maintains open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based. 	<ul style="list-style-type: none"> • Statement of Accounts • Annual Governance Statement • Annual External Audit Report and Letter • Internal Audit Reports • Finance and Performance Reporting • Partnerships Governance Guidance

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
		<ul style="list-style-type: none">• Committee agendas, reports and minutes

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

Supporting Principles	To meet the requirements of this Principle, Norwich City Council:	This is evidenced by:
Assurance and effective accountability	<ul style="list-style-type: none">• The council maintains an effective Accounts Committee and ensures that an effective internal audit function, with direct access to Members, is resourced and maintained. The Internal Audit service provides assurance with regard to governance arrangements, and verifies that recommendations are acted upon.• The council ensures that recommendations for corrective action made by external audit are acted upon.• Norwich City Council welcomes peer challenge, reviews and inspections from regulatory bodies, as a result of which action plans are identified to implement recommendations.• When working in partnership, the council ensures that arrangements for accountability are clear and the need for wider public accountability has been recognised and met.	<ul style="list-style-type: none">• Audit & Accounts Committee• Role of Internal Audit• Peer Reviews• Results of External Inspections• Partnership Governance• Risk Management Procedures• Council Meetings

MONITORING AND REPORTING

The council will undertake an annual review of its governance arrangements to ensure continuing compliance with best practice to provide assurance that corporate governance arrangements are adequate and operating effectively in practice. Where reviews of the corporate governance arrangements have revealed gaps, actions will be planned to enhance the governance arrangements accordingly.

The council will prepare an Annual Governance Statement which will be submitted to the audit committee for consideration and will form part of the council's annual Statement of Accounts.

The Governance Statement will include:

- an acknowledgement of responsibility for ensuring there is a sound system of governance (incorporating the system of internal control) and reference to the authority's code of governance;
- a reference to and assessment of the effectiveness of key elements of the governance framework and the role of those responsible for the development and maintenance of the governance environment;
- an opinion on the level of assurance that the governance arrangements can provide and that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework;
- a reference to how issues raised in the previous year's annual governance statement have been resolved; and
- a conclusion including a commitment to monitoring implementation as part of the next annual review.

The Annual Governance Statement will be signed by the Leader of the Council and the Chief Executive on behalf of the council.

In reviewing and approving the Annual Governance Statement, members will be provided with detailed information regarding the effectiveness of the governance arrangements and system of internal control and how these address the key risks faced by the council. Those assurances will be available from a wide range of sources, including internal and external audit, a range of external inspectorates and managers from across the council.

The council will continually strive to operate an assurance framework, embedded into its business processes, that maps corporate objectives to risks, controls and assurances. This framework and regular reports on its application and effectiveness will provide members with assurances to support the Annual Governance Statement and will help members to identify whether corporate objectives and significant business risks are being properly managed.

APPENDIX A - Seven principles for the conduct of individuals in public life

The governance framework is supported by the seven **Principles of Public Life**, which set the standards of conduct and behaviour to which councillors and employees should aspire in their day-to-day dealings.

1. **Selflessness**

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

2. **Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

3. **Objectivity**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

4. **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to whatever scrutiny is appropriate to their office

5. **Openness**

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

6. **Honesty**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

7. **Leadership**

Holders of public office should promote and support these principles by leadership and example.