

Report to Audit Committee

Agenda
Item:

A.3

Meeting Date: 27 September 2017
Portfolio: Finance, Governance and Resources
Key Decision: Not Applicable:
Within Policy and Budget Framework YES
Public / Private Public

Title: CODE OF CORPORATE GOVERNANCE & GOOD GOVERNANCE PRINCIPLES
Report of: Chief Finance Officer
Report Number: RD22/17

Purpose / Summary:

This report updates Members on the Council's governance arrangements and its systems of internal control in line with CIPFA's Good Governance Framework.

Recommendations:

Members are requested to approve the attached Code of Corporate Governance as attached at **Appendix A**, and note how the Council is complying with the Good Governance Principles as outlined at **Appendix B**.

Tracking

Audit Committee:	27 September 2017
Overview and Scrutiny:	Not applicable
Council:	Not applicable

1. BACKGROUND

- 1.1 The Audit Committee have responsibility to consider arrangements for Corporate Governance and agreeing necessary actions to ensure compliance with best practice.
- 1.2 The CIPFA/SOLACE document 'Delivering Good Governance in Local Government: Framework' was updated in 2016 and at its core was the principle that local government develops and shapes its own approach to governance. The Framework intends to assist authorities in reviewing and accounting for their own unique approach.
- 1.3 The Council has therefore reviewed its Code of Corporate Governance to ensure it fits in with the revised Framework and reflects the current governance arrangements of the Council. The revised Code is attached at **Appendix A**.

2. GOOD GOVERNANCE PRINCIPLES

- 2.1 The Annual Governance Statement (AGS) demonstrates how the Council complies with the Code of Corporate Governance and it is approved at the same time as the annual Statement of Accounts are approved. The Good Governance Principles provide a further layer behind the AGS that demonstrate how the Council's governance structures are underpinned by the principles set out in the framework and how effective they are. These Principles and the evidence to show compliance are outlined at **Appendix B** for the Committee's information.

3. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 3.1 Members are requested to approve the attached Code of Corporate Governance as attached at **Appendix A**, and note how the Council is complying with the Good Governance Principles as outlined at **Appendix B**.

4. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 4.1 To ensure that the Council has sound systems of internal control and that the governance arrangements in place comply with statutory requirements.

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Appendices

attached to report: **Appendix A – Code of Corporate Governance**
 Appendix B – Good Governance Principles

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- **None**

CORPORATE IMPLICATIONS/RISKS:

Community Services – not applicable

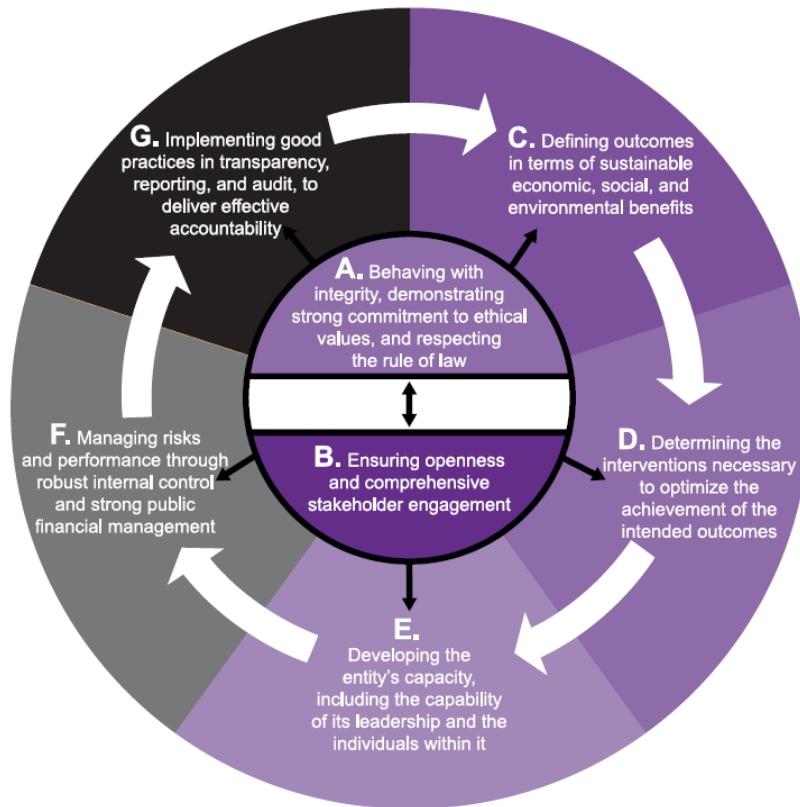
Economic Development – not applicable

Governance & Regulatory Services – *Delivering Good Governance in Local Government: Framework* has been given ‘proper practices’ status by the Department for Communities and Local Government through non-statutory guidance in respect of the requirement for local authorities to prepare an annual governance statement (which must accompany the statement of account) and the regular review of the Council’s Corporate Governance arrangements.

Corporate Support & Resources – included in the main body of the report

CARLISLE CITY COUNCIL**CODE OF CORPORATE GOVERNANCE - 2017****1. Introduction**

- 1.1 Governance is about how local government bodies ensure that they are doing the right thing, in the right way, for the right people, in a timely, inclusive, open, honest, transparent and accountable manner. It comprises the systems and processes, and culture and values, by which local government bodies are directed and controlled and through which they are accounted to, and engage with and, where appropriate, lead their communities.
- 1.2 The Delivering Good Governance in Local Government Framework was published by CIPFA in 2016, in association with Solace. The Framework defines Governance as “the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved”.
- 1.3 The Framework also states that “to deliver good governance in the public sector, both governing bodies and individuals working for public sector entities must try to achieve their entity’s objectives while acting in the public interest at all times. Acting in the public interest implies primary consideration of the benefits for society, which should result in positive outcomes for service users and other stakeholders”
- 1.4 Carlisle City Council support the seven core principles set out in The Framework:



- 1.5 The Framework details the behaviours and actions necessary to achieve the Core Principles. The remainder of this document sets out the authority's commitment to achieving these principles.

2. Core Principles commitment

A: Behaving with integrity, demonstrating strong commitment to ethical	
Sub Principle	Carlisle City Council Commitment
Behaving with integrity	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.
	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. These should build on the Seven Principles of Public Life (the Nolan Principles)
	Leading by example and using these standard operating principles or values as a framework for decision making and other actions
	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
Demonstrating strong commitment to ethical values	Seeking to establish, monitor and maintain the organisation's ethical standards and performance
	Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation
	Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values
	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
Respecting the rule of the law	Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations
	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
	Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders
	Dealing with breaches of legal and regulatory provisions effectively
	Ensuring corruption and misuse of power are dealt with effectively

B: Ensuring openness and comprehensive stakeholder engagement	
Sub Principle	Carlisle City Council Commitment
Openness	Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness
	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
	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
	Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action
Engaging comprehensively with institutional stakeholders	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
	Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively
	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.
Engaging with individual citizens and service users effectively	Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes.
	Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement
	Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs
	Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account
	Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity
	Taking account of the interests of future generations of tax payers and service users

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C: Defining outcomes in terms of sustainable economic, social, and environmental benefits.	
Sub Principle	Carlisle City Council Commitment
Defining Outcomes	Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions
	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
	Delivering defined outcomes on a sustainable basis within the resources that will be available
	Identifying and managing risks to the achievement of outcomes
	Managing service users expectations effectively with regard to determining priorities and making the best use of the resources available
Sustainable economic, social and environmental benefits	Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision
	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
	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
	Ensuring fair access to services

D: Determining the interventions necessary to optimise the achievement of the intended outcomes	
Sub Principle	Carlisle City Council Commitment
Determining interventions	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

	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 resources available including people, skills, land and assets and bearing in mind future impacts
Planning interventions	Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets
	Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered
	Considering and monitoring risks facing each partner when working collaboratively including shared risks
	Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances
	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
	Ensuring capacity exists to generate the information required to review service quality regularly
	Preparing budgets in accordance with organisational objectives, strategies and the medium term financial plan
	Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy
Optimising achievement of intended outcomes	Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints
	Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term
	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
	Ensuring the achievement of 'social value' through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is "the additional benefit to the community...over and above the direct purchasing of goods, services and outcomes"

E: Developing the entities capacity, including the capacity of its leadership and the individuals within it.	
Sub Principle	Carlisle City Council Commitment
Developing the entity's capacity	Reviewing operations, performance use of assets on a regular basis to ensure their continuing effectiveness
	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
	Recognising the benefits of partnerships and collaborative working where added value can be achieved
	Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources
Developing the capability of the entity's leadership and other individuals	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
	Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body
	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
	<p>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 by:</p> <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 • Ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external
	Ensuring that there are structures in place to encourage public participation

	Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections
	Holding staff to account through regular performance reviews which take account of training or development needs
	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

F: Managing risks and performance through robust internal control and strong public financial management	
Sub Principle	Carlisle City Council Commitment
Managing Risk	Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making
	Implementing robust and integrated risk management arrangements and ensuring that they are working effectively
	Ensuring that responsibilities for managing individual risks are clearly allocated
Managing performance	Monitoring service delivery effectively including planning, specification, execution and independent post implementation review
	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
	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
	Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement
	Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (eg financial statements)
Robust Internal Control	Aligning the risk management strategy and policies on internal control with achieving the objectives
	Evaluating and monitoring the authority's risk management and internal control on a regular basis
	Ensuring effective counter fraud and anti-corruption arrangements are in place

	Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor
	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

F: Managing risks and performance through robust internal control and strong public financial management	
Sub Principle	Carlisle City Council Commitment
Managing Data	Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data
	Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies
	Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring
Strong public financial management	Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance
	Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls

Core Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability	
Sub Principle	Carlisle City Council Commitment
Implementing good practice in transparency	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
	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
Implementing good practices in reporting	Reporting at least annually on performance, value for money and the stewardship of its resources
	Ensuring members and senior management own the results
	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)
	Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate
	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
Assurance and effective accountability	Ensuring that recommendations for corrective action made by external audit are acted upon.
	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
	Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations
	Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement
	Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met

GOOD GOVERNANCE PRINCIPLES (JUNE 2017)

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

A1 Behaving with integrity				
Details	Responsibility	Evidence provided	Evidence	Improvements
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.	Chief Executive / Governance and Regulatory	<p>The Code of Conduct for Members and the Employee Code of Conduct form part of the Constitution.</p> <p>All staff should take part in an annual appraisal. Part of the appraisal focuses on:</p> <ul style="list-style-type: none"> • Reviewing performance • Narrowing gaps between customer expectations and service delivery <p>The Council has a scheme for Induction training for new staff, which require staff to sign they have read and understood a number of policies, including the Code of Conduct. New initiative on standards of expected behaviour being implemented through the 3C's initiative (clear, committed and concise).</p> <p>The Chief Executive has the lead responsibility for setting the tone of the organisation, ensuring that conduct codes/Council policies are complied with, whilst also ensuring that the culture of the authority – its values, behaviours and attitudes (3 C's) – are seen and practised in positive ways.</p> <p>The Chief Executive ensures that the climate of openness, support and respect is engendered by ensuring that he is always available to staff and Members and that staff have the opportunity for open discussions:</p> <ul style="list-style-type: none"> • Fortnightly Senior Management team meetings • Monthly Management briefings • Employee Opinion Surveys which produce action plans and are led by the Chief Executive and the Senior Management Team • Chief Executive's briefings for all staff. • Chief Executive's Blog/Newsletter. 	<p>Codes of conduct</p> <p>Individual sign off with regard to compliance with code</p> <p>Induction for new members and staff on standard of behaviour expected</p> <p>Performance appraisals</p>	

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. These should build on the Seven Principles of Public Life (the Nolan Principles)	Governance	<p>Member Code of Conduct is part of the Constitution.</p> <p>Organisational values (built on the Nolan Principles) are reflected throughout the Member's Code of Conduct and are embedded in Member and Officer behaviour.</p>	Communicating shared values with members, staff, the community and partners	
Leading by example and using these standard operating principles or values as a framework for decision making and other actions	Governance	<p>Delegated decision making is a key component of the 3C's initiative which will create more positive and trusting relationships. Compliance with the Council's scheme of delegation and codes of conduct continues to be a fundamental part of the decision-making process.</p> <p>Members' declarations of interests are made at the start of each and every committee meeting and Members conduct at meetings is driven by the established Code of Conduct.</p> <p>The Authority has an established Standards Committee. Terms of reference are contained in the Constitution. The Committee meets as necessary to hear complaints, respond to consultations, set up and oversee training for Members and recommend changes to or adoption of Code of Conduct and Protocols. The Committee's minutes and recommendations are reported to Council.</p>	<p>Decision making practices</p> <p>Declarations of interests made at meetings</p> <p>Conduct at meetings</p> <p>Shared values guide decision making</p> <p>Develop and maintain an effective standards committee</p>	
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	Policy & Communications / Governance / Resources	<p>The Council has a Counter Fraud and Corruption policy and training is offered on an annual basis through the ethical governance training programme.</p> <p>A Register of Interests is maintained by Governance with material items from related party transactions reported within the statement of accounts.</p> <p>Procedures for the recording of Gifts and Hospitalities are in place and Members and officers are sent two reminders a year.</p> <p>There is a Confidential Reporting policy (whistle blowing) available</p>	<p>Anti-fraud and corruption policies are working effectively</p> <p>Up-to-date register of interests (members and staff)</p> <p>Up-to-date register of gifts and hospitality</p> <p>Whistleblowing policies</p>	

		<p>on the intranet.</p> <p>The Authority has a Corporate Complaints and Feedback Policy available on the website. Complaints have been part of the evidence base for service reviews, such as Parking Services.</p> <p>Dealing with conflicts of interest is incorporated into the Code of Conduct Processes in place and include:</p> <ul style="list-style-type: none"> • The disclosure of “related party” transactions (annual submission). • “Notification of personal interests” (twice yearly reminder to all members). • Member’s declarations of interests are made at the start of each and every committee meeting. These are formally recorded in the minutes. 	<p>are in place and protect individuals raising concerns</p> <p>Whistleblowing policy has been made available to members of the public, employees, partners and contractors</p> <p>Complaints policy and examples of responding to complaints about behaviour</p> <p>Changes/improvements as a result of complaints received and acted upon</p> <p>Members and officers code of conduct refers to a requirement to declare interests</p> <p>Minutes show declarations of interest were sought and appropriate declarations made</p>	
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A2 Demonstrating strong commitment to ethical values				
Details	Responsibility	Evidence provided	Evidence	Improvements
Seeking to establish, monitor and maintain the organisation’s ethical standards and performance	Governance / Resources	<p>Code of Conduct and Constitution encourage the establishment of ethical standards and performance. An ethical governance training programme is in place, which provides training courses for both members and officers on ethical issues.</p> <p>During the year, the Council continued to develop and deliver its training schedule for both Members and officers to raise awareness of ethical governance issues across the Council, such as, for example, Procurement & Contracts and Budgetary Control</p>	<p>Scrutiny of ethical decision making</p> <p>Championing ethical compliance at governing body level</p>	

		<p>issues.</p> <p>Ethical implications of the decision making process are reviewed by the Monitoring Officer.</p>		
Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation	Governance	An ethical governance training programme is in place which provides training courses for both members and officer on ethical issues	Provision of ethical awareness training	
Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values	Governance / Corporate Support & Resources	<p>Employee appraisal process reviews individual contribution towards organisational objectives and culture (3 C's).</p> <p>Recruitment policies include guidance on equal opportunities and fairness and seek to achieve a transparent recruitment process.</p> <p>The Authority's Procurement policy (available online) includes guidance notes on ethical procurement.</p>	<p>Appraisal processes take account of values and ethical behaviour</p> <p>Staff appointments policy</p> <p>Procurement policy</p>	
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	Governance / Corporate Support & Resources	<p>The Partnership Policy is available on the Council's intranet with detailed guidance notes for setting up a partnership. Appendix E of the Financial Procedure Rules offers further guidance on the monitoring of partnerships, which should be aligned to the Council's own ethical standards.</p> <p>Review of significant partnerships reported on a half yearly basis through ROSP which demonstrates how the Council's objectives and values are delivered through its partners.</p> <p>The Council has a Procurement and Commissioning Strategy that ensures best value is achieved (supported by the financial procedures and standing orders) whilst ensuring obligations to stakeholders are achieved through the setting out of clear social, economic and environmental responsibilities. This policy translates to the terms and conditions used in contracts with external providers.</p>	<p>Agreed values in partnership working:</p> <ul style="list-style-type: none"> - Statement of business ethics communicates commitment to ethical values to external suppliers - Ethical values feature in contracts with external service providers <p>Protocols for partnership working</p>	

A3 Respecting the rule of the law				
Details	Responsibility	Evidence provided	Evidence	Improvements
Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations	Governance / Corporate Support & Resources	<p>All reports to Members include checks by the Monitoring Officer and the S151 Officer to ensure that legal and financial consequences of decisions have been considered.</p> <p>Similar representation at Officer working groups and legal representation and advice provided at Development Control, Regulatory and Licensing Committees.</p>	<p>Statutory provisions</p> <p>Statutory guidance is followed</p> <p>Constitution</p>	
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	Corporate Support & Resources	<p>The Authority's Chief Finance Officer is the statutory Section 151 Officer. The role and responsibilities are outlined in the Constitution and is available on the Council's website.</p> <p>Job descriptions for all officers (statutory and other) are retained on the intranet, including the Chief Finance Officer and Corporate Director of Governance and Regulatory Services (Monitoring Officer).</p> <p>Compliance with the CIPFA Statement on the Role of the Chief Financial Officer in Local Government is reported through the annual governance statement which accompanies the annual statement of accounts.</p> <p>Terms of Reference are contained within the Council's Constitution for all regulatory committees</p>	<p>Job description/specification</p> <p>Compliance with CIPFA's <i>Statement on the Role of the Chief Financial Officer in Local Government</i> (CIPFA, 2015)</p> <p>Terms of reference</p> <p>Committee support</p>	
Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders	Governance	<p>The Monitoring Officer provides legal comments in respect of all decisions made and remit includes a corporate monitoring brief. Advice is recorded in CMIS.</p>	<p>Record of legal advice provided by officers</p>	
Dealing with breaches of legal and regulatory provisions effectively	Governance	<p>The Authority's Corporate Director of Governance and Regulatory Services is the statutory Monitoring Officer. The role and responsibilities are outlined in the Constitution available on the Council's website. All advice, including legal is recorded and available online via the CMIS</p> <p>Job descriptions for all officers are retained on the intranet, including the Corporate Director of Governance and Regulatory</p>	<p>Monitoring officer provisions</p> <p>Record of legal advice provided by officers</p> <p>Statutory provisions</p>	

		Services.		
Ensuring corruption and misuse of power are dealt with effectively	Governance / Corporate Support & Resources	The Council has a Counter Fraud and Corruption policy and training is offered on an annual basis through the ethical governance training programme.	Effective anti-fraud and corruption policies and procedures Local test of assurance (where appropriate)	

Core Principle B: Ensuring openness and comprehensive stakeholder engagement

B1 Openness				
Details	Responsibility	Evidence provided	Evidence	Improvements
Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness	Governance	<p>The City Council prepares an annual report recording progress made against the Carlisle plan priorities and performance standards.</p> <p>It ensures open and accessible services to the community through:</p> <ul style="list-style-type: none"> • Constitution • Freedom of Information requests • Council Tax Leaflet • Website • Transparency Data Set 	<p>Annual report</p> <p>Freedom of Information Act publication scheme</p> <p>Online council tax information</p> <p>Authority's goals and values</p> <p>Authority website</p>	
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	Governance	<p>Delegated decision making is a key component of the 3 C's initiative, which will create more positive and trusting relationships. However, compliance with the Council's scheme of delegation continues to be a fundamental part of the decision making process.</p> <p>All executive decisions are subject to a full impact assessment from a financial, economic and legal perspective. In addition full option appraisals are included for all business cases for specific projects.</p> <p>All decisions are publically available via the Council's website unless justifiable reasoning provided.</p>	Record of decision making and supporting materials	

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	Organisational Development	<p>Leader Scheme of Delegation/Executive functions provide the basis for decision making.</p> <p>Available on the CMIS website :</p> <ul style="list-style-type: none"> • Committee/Panel Agenda and Reports • Committee/Panel Minutes • Executive decisions <p>All executive decisions are subject to a full impact assessment from a financial, economic and legal perspective. In addition full option appraisals are included for all business cases for specific projects.</p> <p>Executive's forward plan of key decisions is discussed and agreed by SMT and JMT.</p> <p>Civic Calendar is approved by full Council and sets out the reporting requirements for the forthcoming year. A detailed timetable sets out relevant timescales for appropriate officers.</p>	<p>Decision making protocols</p> <p>Report pro-formas</p> <p>Record of professional advice in reaching decisions</p> <p>Meeting reports show details of advice given</p> <p>Discussion between members and officers on the information needs of members to support decision making</p> <p>Agreement on the information that will be provided and timescales</p> <p>Calendar of dates for submitting, publishing and distributing timely reports is adhered to</p>	
Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action	Policy & Communications	Communication Strategy in place that encourages feedback from all sections of local communities. The Council works closely with local groups to ensure communication and consultation needs are met.	<p>Community strategy</p> <p>Use of consultation feedback</p> <p>Citizen survey</p>	

B2 Engaging comprehensively with institutional stakeholders				
Details	Responsibility	Evidence provided	Evidence	Improvements
Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended	Policy & Communications	<p>Communication Strategy in place.</p> <p>Carlisle Plan 2015- 18 is available on the Council's website.</p>	Communication strategy	

outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably		Evidenced with Overview & Scrutiny panels and Listening Council events. Biennial employee survey carried out to ensure employee feedback is received.		
Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively	Policy & Communication	Institutional stakeholders are informed through the Carlisle Partnership, a strategic partnership with local authorities, health, police, public agencies and the business sector.	Database of stakeholders with whom the authority should engage and for what purpose and a record of an assessment of the effectiveness of any changes	
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	Corporate Support & Resources	Partnership Policy is available on the Council's intranet. Review of significant partnerships reported on a half yearly basis through ROSP.	Partnership framework Partnership protocols	

B3 Engaging with individual citizens and service users effectively				
Details	Responsibility	Evidence provided	Evidence	Improvements
Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes.	Policy & Communications	Communication Strategy in place that encourages feedback from all sections of local communities. The Council works closely with local groups to ensure communication and consultation needs are met. The Council supports an active partnership of 80 organisations, Carlisle Partnership Partnership Policy is available on the Council's intranet. Review of significant partnerships reported on a half yearly basis through ROSP.	Record of public consultations Partnership framework	
Ensuring that communication methods are effective and that members and officers are clear	Policy & Communications	The Council has a Communications Strategy, which seeks high quality, open, timely and relevant communication.	Communications strategy	A revised Statement of Community

about their roles with regard to community engagement				Involvement for planning has been developed for adoption in 2017/18.
Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs	Policy & Communications	The Council has a Communications Strategy. The Council works closely with local groups to ensure communication and consultation needs are met. Future needs are assessed jointly through the joint strategic needs assessment. The service planning template for 2017/18 also included a section on future demand for the service.	Communications strategy Joint strategic needs assessment	
Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account	Policy & Communications	The Council has a Communications Strategy. The Council works closely with local groups to ensure communication and consultation needs are met.	Communications strategy	
Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity	Policy & Communications	Public Sector Equality Duty objectives have been published and an action plan is in place.	Processes for dealing with competing demands within the community, for example a consultation	
Taking account of the interests of future generations of tax payers and service users	Policy & Communications	The service planning template for 2017/18 also included a section on future demand for the service. The forthcoming changes in local authority funding (2020) in terms of the impact on Business Rates are being assessed by the Economic Development Board.	Reports Joint strategic needs assessment	

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

C1 Defining Outcomes				
Details	Responsibility	Evidence provided	Evidence	Improvements
Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing	Policy & Communications	Carlisle Plan 2015- 18 is available on the Council's website. Evidenced with Overview & Scrutiny panels and Listening Council events.	Vision used as a basis for corporate and service planning	

appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions		Biennial employee survey carried out to ensure employee feedback is received.		
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	Policy & Communications	Communication Strategy in place that encourages feedback from all sections of local communities. The Council works closely with local groups to ensure communication and consultation needs are met. Directorate Service Plans are prepared in line with the Carlisle Plan and are monitored by each individual Director.	Community engagement and involvement Corporate and service plans Community strategy	
Delivering defined outcomes on a sustainable basis within the resources that will be available	Policy & Communications	Service delivery and performance trends reported through quarterly performance reports. Financial implications and impact on service delivery reported through the quarterly budget monitoring reports.	Regular reports on progress	
Identifying and managing risks to the achievement of outcomes	Corporate Support & Resources	Service delivery and performance trends reported through quarterly performance reports The Council also undertakes a continuous review of its risk-management responsibilities by ensuring that each Directorate maintains an up-to-date Operational Risk Register. Any risks that are considered to affect the Council as a whole are incorporated into the Corporate Risk Register (CRR). This is reviewed and updated by the Corporate Risk Management Group that meets on a regular basis	Performance trends are established and reported upon Risk management protocols	
Managing service users expectations effectively with regard to determining priorities and making the best use of the resources available	Resources Policy & Communications	Six Service Standards are monitored through the quarterly performance reports. Public Sector Equality Duty objectives have been published and an action plan is in place.	An agreed set of quality standard measures for each service element and included in service plans Processes for dealing with competing demands within the community	

C2 Sustainable economic, social and environmental benefits				
Details	Responsibility	Evidence provided	Evidence	Improvements
Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision	Corporate Support & Resources	Capital Strategy in place 2017/18-2021/22, focused on future use, with links to the Medium Term Financial Plan.	Capital investment is structured to achieve appropriate life spans and adaptability for future use or that resources (e.g. land) are spent on optimising social, economic and environmental wellbeing: - Capital programme - Capital investment strategy	
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	Governance / Corporate Support & ~Resources	Executive's forward plan of key decisions is discussed and agreed by SMT and JMT. Leader Scheme of Delegation/Executive functions provide the basis for decision making. Available on the CMIS website : <ul style="list-style-type: none"> • Committee/Panel Agenda and Reports • Committee/Panel Minutes • Executive decisions Advice is sought from Finance and Legal Services before any decision is made.	Discussion between members and officers on the information needs of members to support decision making Record of decision making and supporting materials	
Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and	Governance	Leader Scheme of Delegation/Executive functions provide the basis for decision making. Available on the CMIS website : <ul style="list-style-type: none"> • Committee/Panel Agenda and Reports 	Record of decision making and supporting materials Protocols for	

environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs		<ul style="list-style-type: none"> Committee/Panel Minutes Executive decisions <p>Advice is sought from Finance and Legal Services before any decision is made.</p> <p>A Budget and Policy framework exists, which sets out the Governance arrangements for the authority's policies, plans and strategies. The framework can be found in the Constitution and details the approval process, including statutory consultation requirements, which officers and the Council must adhere to.</p> <p>Where necessary individual consultation protocols are established for specific projects</p>	consultation	
Ensuring fair access to services		Annual equality plan prepared that includes numerous equality objective actions designed to ensure people have appropriate access to the services they need.	Protocols ensure fair access and statutory guidance is followed	

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

D1 Determining interventions				
Details	Responsibility	Evidence provided	Evidence/Action required	
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	Governance	<p>Leader Scheme of Delegation/Executive functions provide the basis for decision making</p> <p>Executive's forward plan of key decisions is discussed and agreed by SMT and JMT.</p> <p>All executive decisions are subject to a full impact assessment from a financial, economic and legal perspective. In addition full option appraisals are included for all business cases for specific projects.</p>	<p>Discussion between members and officers on the information needs of members to support decision making</p> <p>Decision making protocols</p> <p>Option appraisals</p> <p>Agreement of information that will be provided and timescales</p>	
Considering feedback from	Corporate Support	The Council has a Medium Term Financial Planning process	Financial strategy	2017/18 Service

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 resources available including people, skills, land and assets and bearing in mind future impacts	and Resources	<p>(MTFP) which integrates budget and corporate planning to match resources to the corporate priorities. The 2017/18 service plans are linked into the budget process.</p> <p>There is an annual budget consultation involving the public, local businesses, staff and the trade Unions. Further stakeholder engagement with the public is achieved through media such as the Carlisle Focus magazine and other online surveys. The Council also engages with its institutional stakeholders through the Carlisle Partnership, a strategic partnership with local authorities, health, police, public agencies and the business sector.</p>		Planning processes will feed into budget process for 2018/19.
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D2 Planning interventions				
Details	Responsibility	Evidence provided	Evidence	Improvements
Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets	Governance	Civic Calendar is approved by full Council and sets out the reporting requirements for the forthcoming year. A detailed timetable sets out relevant timescales for appropriate officers.	Calendar of dates for developing and submitting plans and reports that are adhered to	
Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered	Policy and Performance	Communication Strategy in place that encourages feedback from all sections of local communities. The Council works closely with local groups to ensure communication and consultation needs are met.	Communication strategy	
Considering and monitoring risks facing each partner when working collaboratively including shared risks	Corporate Support and Resources / Governance	The Partnership Policy is available on the Council's intranet with detailed guidance notes for setting up a partnership The Council has a Risk Management strategy and policy available on the website and is managed and monitored through the Corporate Risk Management group. The corporate Risk Register is updated by the group and reported through ROSP and the Audit Committee. The protocol and key controls of Risk Management are contained within the Financial Procedure Rules.	Partnership framework Risk management protocol	The Council's Corporate Risks are reviewed to make sure they support Carlisle Plan outcomes. The review also assesses opportunity risk.
Ensuring arrangements are flexible and agile so that the mechanisms for delivering	Council-wide	There are forward planning protocols in place for all key decisions, which are presented at Senior Management Team and Joint Management Team.	Planning protocols	

outputs can be adapted to changing circumstances				
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	Policy and Performance	<p>Six Service Standards are monitored through the quarterly performance reports. Revised service standards are being assessed in meeting Carlisle Plan outcomes.</p> <p>Directorate Service Plans are prepared in line with the Carlisle Plan and are monitored by each individual Director. Financial implications and impact on service delivery reported through the quarterly budget monitoring reports.</p>	KPIs have been established and approved for each service element and included in the service plan and are reported upon regularly	
Ensuring capacity exists to generate the information required to review service quality regularly	Policy and Performance	Directorate Service Plans are prepared in line with the Carlisle Plan and are monitored by each individual Director. Financial implications and impact on service delivery reported through the quarterly budget monitoring reports.	Reports include detailed performance results and highlight areas where corrective action is necessary	
Preparing budgets in accordance with organisational objectives, strategies and the medium term financial plan	Corporate Support & Resources	The Council has a Medium Term Financial Planning process (MTFP) which integrates budget and corporate planning to match resources to the corporate priorities.	Evidence that budgets, plans and objectives are aligned	
Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy	Corporate Support & Resources	<p>The Council has a Medium Term Financial Planning process (MTFP) which integrates budget and corporate planning to match resources to the corporate priorities.</p> <p>Regular meetings are held with identified budget managers from which budget-monitoring reports are prepared for both Capital and Revenue expenditure and considered by the Executive and ROSP. The Council is committed to improving the effectiveness of its budget monitoring arrangements and in strengthening the links between budget and performance monitoring.</p>	<p>Budget guidance and protocols</p> <p>Medium term financial plan</p> <p>Corporate plans</p>	

D3 Optimising achievement of intended outcomes				
Details	Responsibility	Evidence provided	Evidence	Improvements
Ensuring the medium term financial strategy integrates	Corporate Support & Resources	The Council has a Medium Term Financial Planning process (MTFP) which integrates budget and corporate planning to match	Feedback surveys and exit/ decommissioning	

and balances service priorities, affordability and other resource constraints		resources to the corporate priorities. Stakeholder engagement with the public is achieved through media such as the Carlisle Focus magazine and other online surveys. The Council also engages with its institutional stakeholders through the Carlisle Partnership, a strategic partnership with local authorities, health, police, public agencies and the business sector	strategies Changes as a result	
Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term	Corporate Support & Resources	The Council has a Medium Term Financial Planning process (MTFP) which integrates budget and corporate planning to match resources to the corporate priorities. Regular meetings are held with identified budget managers from which budget-monitoring reports are prepared for both Capital and Revenue expenditure and considered by the Executive and ROSP.	Budgeting guidance and protocols	The Council is committed to improving the effectiveness of its budget monitoring arrangements and in strengthening the links between budget and performance monitoring.
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	Corporate Support & Resources	The Council has a Medium Term Financial Planning process (MTFP) which integrates budget and corporate planning to match resources to the corporate priorities.	Financial strategy	
Ensuring the achievement of 'social value' through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is "the additional benefit to the community...over and above the direct purchasing of		The Council has a Procurement and Commissioning Strategy that ensures best value is achieved (supported by the financial procedures and standing orders) whilst ensuring obligations to stakeholders are achieved through the setting out of clear social, economic and environmental responsibilities.	Service plans demonstrate consideration of 'social value'. Achievement of 'social value' is monitored and reported upon	To feed into Service Planning process for 2018/19.

goods, services and outcomes”				
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Core Principle E: Developing the entities capacity, including the capacity of its leadership and the individuals within it.

E1 Developing the entity's capacity				
Details	Responsibility	Evidence provided	Evidence	Improvements
Reviewing operations, performance use of assets on a regular basis to ensure their continuing effectiveness	Policy & Performance	The Council's vision is proposed by the Executive as part of the Carlisle Plan ("the Plan") which is debated and agreed by full Council. This vision is then communicated through the Carlisle Plan itself, which is a working document for staff and members. An annual report will communicate the outcomes and performance of the Plan to residents and the end of year performance presenting the key outcomes to the Executive and Overview & Scrutiny Panels. The Carlisle Plan was updated in 2015/16 to better reflect the Executive's current priorities and the plan for 2015-2018 was adopted by full Council in November 2015.	Regular reviews of activities, outputs and planned outcomes	
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	Corporate Support & Resources	Value for Money benchmarking exercises are undertaken across high cost (in benchmark terms) service areas on an annual basis. The cost and performance of our services are compared with other authorities both locally (Cumbria wide) and nationally, using historic cities and nearest neighbour's profiles. These profiles and benchmarks are used to inform Senior Managers and Members of service areas, which should be targeted for further challenge and improvement review. External auditors undertake an annual VFM assessment using benchmarking and profiling tools which is reported through the Audit committee. This is used to support further service reviews and areas for improvement.	Utilisation of research and benchmarking exercise	
Recognising the benefits of partnerships and collaborative working where added value can be achieved	Corporate Support & Resources	The Partnership Policy is available on the Council's intranet with detailed guidance notes for setting up a partnership. The role Members have in partnerships is laid down in the Constitution with further guidance on the key controls contained	Effective operation of partnerships which deliver agreed outcomes	

		within the Financial Procedure rules (Appendix E). Review of significant partnerships reported on a half yearly basis through ROSP.		
Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources		There are many HR policies in place but no overarching Workforce Development Plan. An organisational development plan is in place to cover 2015-17.	Workforce plan Organisational development plan	Workforce Plan in development for 2017/18

E2 Developing the capability of the entity's leadership and other individuals				
Details	Responsibility	Evidence provided	Evidence	Improvements
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	Governance	Roles and responsibilities are clearly defined in the Council's Constitution. The Chief Executive is responsible for operational management leadership, whereas, the Leader is responsible for political leadership. Regular meetings take place between the Leader and the Chief Executive, with JMT meeting on a monthly basis.	Job descriptions Chief executive and leader pairings have considered how best to establish and maintain effective communication	
Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body	Governance	The Scheme of Delegation is contained in the Authority's Constitution which is available on the Council's website and the Intranet. The Scheme of Delegation and standing orders/ financial regulations are reviewed regularly and reported through the appropriate committee.	Scheme of delegation reviewed at least annually in the light of legal and organisational changes Standing orders and financial regulations which are reviewed on a regular basis	
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	Governance	The roles and responsibilities are set out in the Council's Constitution which is published on the Council's website. Member/officer protocols are set out in both the Member & Officer Code of Conduct. Job descriptions for all officers are retained on the intranet.	Clear statement of respective roles and responsibilities and how they will be put into practice	

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		Role Descriptor's for Members are included within the Council's Constitution.		
<p>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 by:</p> <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 - Ensuring personal, organisational and system-wide development through shared learning, including 	Governance	<p>There is a training and development plan for both members and officers.</p> <p>Member Training - tailored induction programme for Members.</p> <p>Officers undergo a 6 month induction programme. The Council has robust annual appraisal arrangements in place which are monitored through the new project server software, the Council's Performance Management system.</p> <p>An ethical governance training programme is in place which provides training courses for both members and officer on ethical issues.</p> <p>There is no corporate succession planning, but managers are responsible for appropriate planning in their respective departments.</p>	<p>Access to update courses/information briefings on new legislation</p> <p>Induction Programme</p> <p>Personal development plans for members and officers</p> <p>For example, for members this may include the ability to</p> <ul style="list-style-type: none"> - scrutinise and challenge - recognise when outside expert advice is required - promote trust - work in partnership - lead the organisation - act as a community leader <p>Efficient systems and technology used for effective support</p> <p>Arrangements for succession planning</p>	

lessons learnt from governance weaknesses both internal and external				
Ensuring that there are structures in place to encourage public participation	Policy and Performance	<p>Community Empowerment see 2.3.4 above</p> <p>Consultation and feedback in the residents' magazine 'Carlisle Focus' published twice a year on the web.</p> <p>New Residents Panel structure in place for service reviews.</p> <p>Third Sector Network (TSN) is now used in place of the Consortium Agreement.</p>	<p>Residents' panels</p> <p>Stakeholder forum terms of reference</p> <p>Strategic partnership frameworks</p>	
Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections	Governance	Any training or development needs, or performance issues would be identified through the Member learning & Development working group.	<p>Reviewing individual member performance on a regular basis taking account of their attendance and considering any training or development needs</p> <p>Peer reviews</p>	
Holding staff to account through regular performance reviews which take account of training or development needs	Organisational Development	<p>There is a training and development plan for both members and officers. The annual Appraisal scheme is deemed to be the performance review of officers.</p> <p>Member Training - Tailored induction programme for Members.</p> <p>Officers undergo a 6 month induction programme and an annual appraisal.</p>	<p>Training and development plan</p> <p>Staff development plans linked to appraisals</p> <p>Implementing appropriate human resource policies and ensuring that they are working effectively</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	Corporate Support & Resources	<p>Employee wellbeing programme in place including employee Assistance programme, occupational health service and Counselling.</p> <p>The Council is working towards achieving as Better Health at Work Award and there is an employee well-being programme in</p>	Human resource policies	

		place, incorporating an employee assistance programme, occupational health and counselling services to all officers of the Council. Regular health checks are offered to staff through health and wellbeing days, lunchtime learning sessions and access to Occupational Health nurses.		
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Core Principle F: Managing risks and performance through robust internal control and strong public financial management

F1 Managing Risk				
Details	Responsibility	Evidence provided	Evidence	Improvements
Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making	Corporate Support & Resources	The Council has a Risk Management strategy and policy available on the website and is managed and monitored through the Corporate Risk Management group. The corporate Risk Register is updated by the group and reported through ROSP and the Audit Committee. The protocol and key controls of Risk Management are contained within the Financial Procedure Rules. The Council's Corporate Risks are being reviewed to make sure they support Carlisle Plan outcomes. The review also assesses opportunity risk. Projects are managed following Prince 2 methodology including management of risk.	Risk management protocol	
Implementing robust and integrated risk management arrangements and ensuring that they are working effectively	Corporate Support & Resources	The Council has a Risk Management strategy and policy available on the website and is managed and monitored through the Corporate Risk Management group. The corporate Risk Register is updated by the group and reported through ROSP and the Audit Committee. The protocol and key controls of Risk Management are contained within the Financial Procedure Rules. The Council's Corporate Risks are being reviewed to make sure they support Carlisle Plan outcomes. The review also assesses opportunity risk. Projects are managed following Prince 2 methodology including management of risk.	Risk management strategy/ policy formally approved and adopted and reviewed and updated on a regular basis	
Ensuring that responsibilities for managing individual risks are clearly allocated	Corporate Support & Resources	Risk ownership clear aspect of risk management strategy (see risk template).	Risk management protocol	

F2 Managing performance				
Details	Responsibility	Evidence provided	Evidence	Improvements
Monitoring service delivery effectively including planning, specification, execution and independent post implementation review	Governance	<p>The Six Service Standards are monitored through the quarterly performance reports. Revised service standards are being assessed in meeting Carlisle Plan outcomes.</p> <p>RO form data is used to benchmark the financial performance of the Council against other local authorities (usually those in the historic cities grouping or nearest neighbour grouping). This then flags up potential areas for review where the Council's may be outside the average for the group.</p> <p>Regular budget monitoring is reported to SMT and Executive to demonstrate that budgets are being spent correctly. The quarterly reports to Executive are also scrutinised by Resources Overview and Scrutiny Panel.</p>	<p>Performance map showing all key activities have performance measures</p> <p>Benchmarking information</p> <p>Cost performance (using inputs and outputs)</p> <p>Calendar of dates for submitting, publishing and distributing timely reports that are adhered to</p>	
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	Governance	<p>Executive's forward plan of key decisions is discussed and agreed by SMT and JMT.</p> <p>Civic Calendar is approved by full Council and sets out the reporting requirements for the forthcoming year. A detailed timetable sets out relevant timescales for appropriate officers.</p> <p>Meeting agendas and minutes publicised in line with agreed process and timescales.</p> <p>All reports to Committee/Panel have standard paragraphs to ensure both Legal and Financial comments are included.</p>	<p>Discussion between members and officers on the information needs of members to support decision making</p> <p>Publication of agendas and minutes of meetings</p> <p>Agreement on the information that will be needed and timescales</p>	
Ensuring an effective scrutiny or oversight function is in place which encourages constructive	Governance	The Council has adopted a strong Leader model which includes an Executive and several Overview & Scrutiny panels. The role of the Scrutiny Panels is outlined in the Constitution. This enables them to	The role and responsibility for scrutiny has been	

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		<p>scrutinise and call-in decisions of the Executive. All call-in decisions are publicly available on CMIS.</p> <p>Another independent appraisal function exists in the form of Internal Audit services. This was provided for 2016/17 through a shared service arrangement with Cumbria County Council (in-house from 2017/18). The Internal Audit function is in line with the Accounts and Audit Regulations 2011.</p> <p>An ethical governance training programme is in place which provides training courses for both members and officer on ethical issues</p>	<p>established and is clear</p> <p>Agenda and minutes of scrutiny meetings</p> <p>Evidence of improvements as a result of scrutiny</p> <p>Terms of reference</p> <p>Training for members</p> <p>Membership</p>	
Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement	Governance	Civic Calendar is approved by full Council and sets out the reporting requirements for the forthcoming year. A detailed timetable sets out relevant timescales for appropriate officers.	Calendar of dates for submitting, publishing and distributing timely reports that are adhered to	
Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (eg financial statements)	Corporate Support & Resources	Standing orders, financial regulations are contained within the Council's Constitution and subject to a review on a regular basis.	<p>Financial standards, guidance</p> <p>Financial regulations and standing orders</p>	

F3 Robust Internal Control				
Details	Responsibility	Evidence provided	Evidence	Improvements
Aligning the risk management strategy and policies on internal control with achieving the objectives	Corporate Support & Resources	The Council has a Risk Management strategy and policy available on the website and is managed and monitored through the Corporate Risk Management group. The corporate Risk Register is updated by the group and reported through ROSP and the Audit Committee. The protocol and key controls of Risk Management are contained within the Financial Procedure Rules. The Council's Corporate Risks are being reviewed to make sure they support Carlisle Plan outcomes. The review also assesses opportunity risk.	<p>Risk management strategy</p> <p>Audit plan</p> <p>Audit reports</p>	

		<p>Projects are managed following Prince 2 methodology including management of risk.</p> <p>Risk based internal audit plan prepared on an annual basis and approved by Audit Committee.</p> <p>Audit reports are prepared using agreed risk-based audit methodology.</p>		
Evaluating and monitoring the authority's risk management and internal control on a regular basis	Corporate Support & Resources	<p>The Council has a Risk Management strategy and policy available on the website and is managed and monitored through the Corporate Risk Management group. The corporate Risk Register is updated by the group and reported through ROSP and the Audit Committee. The protocol and key controls of Risk Management are contained within the Financial Procedure Rules. The Council's Corporate Risks are being reviewed to make sure they support Carlisle Plan outcomes. The review also assesses opportunity risk.</p> <p>Annual audit opinion based on Internal Audit activity prepared by internal audit service and presented to Audit committee.</p>	Risk management strategy/ policy has been formally approved and adopted and is reviewed and updated on a regular basis	
Ensuring effective counter fraud and anti-corruption arrangements are in place	Corporate Support & Resources	The Council has a Counter Fraud and Corruption policy and training is offered on an annual basis through the ethical governance training programme.	Compliance with the Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA, 2014)	
Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor	Corporate Support & Resources	Annual audit opinion based on Internal Audit activity prepared by internal audit service and presented to Audit committee.	<p>Annual governance statement</p> <p>Effective internal audit service is resourced and maintained</p>	
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	Governance	<p>The Audit Committee was set up on 22nd May 2006. The Committee is fully functioning and training needs are reviewed on an ongoing basis.</p> <p>All Agendas, papers and Minutes for the Audit Committee are</p>	Audit committee complies with best practice. See Audit Committees: Practical Guidance	

effective assurance regarding arrangements for managing risk and maintaining an effective control environment that its recommendations are listened to and acted upon		available on the website. The Audit Committee's "Rules of Governance" are outlined in the Constitution.	for Local Authorities and Police (CIPFA, 2013) Terms of reference Membership Training	
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F4 Managing Data				
Details	Responsibility	Evidence provided	Evidence	Improvements
Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data	Policy and Performance	Record retention guidance available as part of financial procedure rules. Corporate Records Management in place from October 2016, though improvements identified as part of Audit Review. Designated data protection officer in place until September 2016, with new post to be recruited in 2017/18.	Data management framework and procedures Designated data protection officer Data protection policies and procedures	Further development of the Records Management Policy and Framework due to be undertaken in 2017/18
Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies		Record retention guidance available as part of financial procedure rules. Corporate Records Management in place from October 2016, though improvements identified as part of Audit Review.	Data sharing agreement Data sharing register Data processing agreements	Further development of the Records Management Policy and Framework due to be undertaken in 2017/18
Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring		Data Quality Policy in place. An audit review confirmed that data quality checks on quarterly service standard data were last undertaken by the Policy and Performance Team in October 2016 and as a result of these checks, recommendations for improvement were reported to Service Managers.	Data quality procedures and reports Data validation procedures	Further development of the RM Policy and Framework due to be undertaken in 2017/18

F5 Strong public financial management				
Details	Responsibility	Evidence provided	Evidence/Action required	
Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance	Corporate Support & Resources	<p>The Council has a duty to comply the key principles contained within the revised CIPFA statement of the <i>'Role of the Chief Financial Officer in Local Government'</i> and during 2016/17 the Council continued to comply with 5 key principles of the CIPFA statement.</p> <p>The Council's Chief Finance Officer; is a qualified accountant and is a key member of both Senior Management Team (SMT) and Joint Management Team (JMT) and as such, has direct access to the Chief Executive. She leads and directs an adequately resourced, fit for purpose, finance function, comprising of 14 officers, who support her in the proper administration of the Council's financial affairs, including leading the promotion and delivery of good financial management to safeguard public money at all times; to ensure the effective, efficient and economic use of resources; and to ensure that the short and long term implications of all material business decisions are fully considered and aligned to the Council's Medium Term Financial Plan.</p> <p>The main controls for financial management are set out in the Constitution – these are the Budget and Policy Framework and the Financial Procedure Rules. These cover the arrangements for Financial Management, Financial Planning, Risk Management and Control of Resources, Financial Systems and Procedures and External arrangements. The Council also complies with the Prudential Framework for Local Authority Finance.</p>	Financial management supports the delivery of services and transformational change as well as securing good stewardship	
Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls	Corporate Support & Resources	Financial implications and impact on service delivery reported through the quarterly budget monitoring reports.	Budget monitoring reports	

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

G1 Implementing good practice in transparency

Details	Responsibility	Evidence provided	Evidence	Improvements
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	Governance	An annual report will communicate the outcomes and performance of the Plan to residents and the end of year performance presenting the key outcomes to the Executive and Overview & Scrutiny Panels.	Website Annual report	
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 dedicated to adhering to the Local Government Transparency Code.		

G2 Implementing good practices in reporting				
Details	Responsibility	Evidence provided	Evidence	Improvements
Reporting at least annually on performance, value for money and the stewardship of its resources	Corporate Support & Resources	The following publications are available on the Council's website: <ul style="list-style-type: none"> • Carlisle Plan • Statement of Accounts • Council Tax Leaflet • External auditors Summary of Findings report • Quarterly performance reports • Medium Term Financial Plan 	Formal annual report which includes key points raised by external scrutineers and service users' feedback on service delivery Annual financial statements	
Ensuring members and senior management own the results		Officers responsible for documented resolutions and recommendations, which are then subject to member approval.	Appropriate approvals	
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	Corporate Support & Resources	Annual governance statement prepared annually including opinion by internal audit service on controls in place. Annual Governance Statement presented to Audit committee.	Annual governance statement	

plan for improvement and evidence to demonstrate good governance (annual governance statement)				
Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate	Corporate Support & Resources	Annual governance statement prepared annually including opinion by internal audit service on controls in place. Annual Governance Statement presented to Audit committee.	Annual governance statement	
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	Corporate Support & Resources	Accounts are prepared in accordance with best practice and Council's own reporting mechanisms.	Format follows best practice	

G3 Assurance and effective accountability				
Details	Responsibility	Evidence provided	Evidence	Improvements
<p>Ensuring that recommendations for corrective action made by external audit are acted upon.</p> <p>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</p>	Corporate Support & Resources	<p>External Audit comments and recommendations incorporated into review of governance framework.</p> <p>Internal Audit service report to Audit and Assurance Committee on a quarterly basis, and have direct access to committee.</p> <p>An annual audit opinion is provided to the Audit Committee based on the work undertaken by Internal Audit during the year based on the agreed risk based audit plan which includes a wide range of council operations along with risk management, internal control and governance considerations.</p> <p>Compliance with PSIAS monitored by Internal Audit and measured on an annual basis.</p>	<p>Recommendations have informed positive improvement</p> <p>Compliance with CIPFA's Statement on the Role of the Head of Internal Audit (2010)</p> <p>Compliance with Public Sector Internal Audit Standards</p>	
Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations	Cross-cutting	External Lexcel accreditation scheme awarded from the Law Society. Inspection in respect of the DFG process undertaken. Positive outcomes delivered following the Cultural Review.	Recommendations have informed positive improvement	

Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement	Corporate Support & Resources	Annual governance statement includes section covering good governance in respect of partnerships.	Annual governance statement	
Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met		<p>Carlisle Plan and Partnership Strategy contain clearly defined roles and responsibilities.</p> <p>The Council has a Procurement and Commissioning Strategy that ensures best value is achieved (supported by the financial procedures and standing orders) whilst ensuring obligations to stakeholders are achieved through the setting out of clear social, economic and environmental responsibilities.</p>	Community strategy	