

AUDIT AND GOVERNANCE COMMITTEE

DATE	01/02/2024
REPORT OF	Executive Place and Resources
SUBJECT	Local Code of Corporate Governance and Annual Governance Statement Update
STATUS	Open

CONTRIBUTION TO OUR AIMS

Effective corporate governance arrangements provide a framework to support the delivery of the Council's strategic aims.

EXECUTIVE SUMMARY

This report provides the Audit and Governance Committee with the following:

- A revised Code of Governance which takes account of any changes to the Council's governance arrangements since it was previously approved in February 2023.
- Progress as of 19 January 2024 in respect of issues raised in the 2022/2023 Annual Governance Statement (AGS) which was approved in draft by the Audit and Governance Committee in July 2023, and in final November 2023.

RECOMMENDATIONS

The Audit and Governance Committee is asked to:

- approve the updated Code of Governance for inclusion in the Council's Constitution; and
- note the action which has to be taken to respond to the issues raised in the 2022/23 AGS.

REASONS FOR DECISION

The Committee's responsibilities include monitoring the effectiveness of the Council's governance arrangements and related control environment. As part of discharging its responsibilities it receives updates on revisions to the Council's Code of Corporate Governance and progress in implementing the actions relating to the previous year's Annual Governance Statement.

1. BACKGROUND AND ISSUES

- 1.1 In April 2016, the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Government Chief Executives (SOLACE) issued their document "*Delivering Good Governance in Local Government: a Framework*". It is based on the following seven principles underpinning the framework.

- Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
 - Ensuring openness and comprehensive stakeholder engagement
 - Defining outcomes in terms of sustainable economic, social, and environmental benefits
 - Determining the interventions necessary to optimize the achievement of the intended outcomes
 - Developing the entity's capacity, including the capability of its leadership and the individuals within it
 - Managing risks and performance through robust internal control and strong public financial management
 - Implementing good practices in transparency, reporting, and audit to deliver effective accountability
- 1.2 In 2016/17 the Council updated its Local Code using the principles in the Framework. The Code is subject to an annual review to ensure that it continues to reflect the Council's current arrangements. The review took place between November and December 2023.
- 1.3 The revised version of the Code following this review is attached to this report. There have been minimal changes to the Code which are highlighted in bold italic. The Council is currently developing an assurance map to support the Code. During 2023 the Local Government Association (LGA) brought out a draft model assurance map for councils to consider using which is currently out to consultation, and work is ongoing to use this as the basis of an updated assurance map for the Council.
- 1.4 The revised Code shows that overall, the Council continues to comply with the principles outlined in the CIPFA/SOLACE Framework. The effectiveness of these arrangements will be reported in the AGS.
- 1.5 The 2022/23 AGS was approved by the Audit and Governance Committee in November 2023 which identified the following areas for further focus during 2023/24:
- Children and Family Services
 - Organisational Capacity
 - Health and Social Care System
- 1.6 The position as of 19 January 2023 as reported by the relevant officers is as follows:
- **Capacity**

As shown below the Assistant Director of People and Culture has provided an update on how the Council is developing its organisational capacity.

Succession planning was completed across the Council, reviewing, and refreshing our plans and ensuring we have clear actions plans in place for identified internal successors to key roles or where we would be seeking external recruitment. Planning for 2024 is now taking place. We continue to make appointments from our graduate programmes into permanent roles across the Council as well as people identified as part of succession planning in 2022/2023. The Council continues to invest in our Grow Your Own strategy with opportunities for interns and undergraduate summer placements and the two-year graduate programme. Since 2019 we have a 95% retention rate of our graduates after year 1, and an average 68% retention rate for years 2, 3 and 4 after their start date. Apprenticeship retention stands at 61% for new starter apprentices and 85% for staff who have undertaken an apprenticeship for upskilling, since 2020.

Academy NEL has had a soft launch throughout 2023, with a formal launch in 2024 planned. The Academy plays a critical part in the attraction, retention and progression of talent through our Grow your Own strategies, it provides development pathways for our Graduates and Apprentices and also facilitates opportunities for employees at all levels wishing to explore and progress their careers through our 5As Leadership Programme. Through continuous performance management of supervision we are able to align the individuals' aspirations and performance needs to the right program or individual learning requirements, this also informs our succession process and enables the right learning for the right person at the right time.

A dedicated resourcing team established in 2022/2023 is delivering positive results across the board from Director level down with its progressive recruitment approach to recruiting in a very competitive market. Our relationships with agencies and the engagement of agency workers continues to improve, with plans in 2024 to procure a new agency framework following a period of discovery.

The Council's ambitious capital and regeneration plans, the transformation programme in children and family services as well as changes on the horizon around adult social care do present challenges of capacity and resource to meet competing priorities. A service transformation team has established a clear process to identify projects and determine level of priority and risk to support the deployment of resources to support the projects. This is reviewed by Assistant Directors on a regular basis and highlights issues around resource and enables broader discussions to take place.

- **Children's Services**

The Director Of Children's Services will be providing an update on the governance arrangements relating to the service at the Audit and Governance Committee to be held on 18th April 2024.

- **Health and Social Care System**

The Director of Adults will be providing an update on the new arrangements

with the Humber and North Yorkshire Integrated Care Board (ICB), including the updated Section 75 agreement, and how funding would be utilised within the new arrangements, at the Audit and Governance Committee on 1 February 2024

2. RISKS AND OPPORTUNITIES

Ineffective corporate governance arrangements have a number of inherent risks in the context of organisational management, the use of resources and service delivery. Designing a Code of Governance based on national frameworks and responding to the issues raised in the 2022/23 AGS is a means of mitigating such potential risks. In addition the issues raised in the 2022/23 AGS are included in the Council's risk register.

3. OTHER OPTIONS CONSIDERED

Not applicable - there is an expectation that councils update their Code of Governance to reflect changes in the CIPFA/SOLACE framework. In addition the Audit and Governance Committee is required to regularly monitor issues in relation to governance, including the progress in addressing issues identified in the 2022/23 Annual Governance Statement.

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

Ineffective governance arrangements could lead to failures in internal control which in turn could lead to reputational, financial and service impacts.

Each of the issues identified in the 2022/23 Annual Governance Statement could have a potential reputational impact if not addressed.

5. FINANCIAL CONSIDERATIONS

The Code of Corporate Governance refers to key financial documents such as financial regulations, contract procedures rules and the Medium-Term Financial Strategy.

6. CHILDREN AND YOUNG PEOPLE'S IMPLICATIONS

Children and Families has been identified in the Annual Governance Statement as an area of focus for 2023/24.

7. CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None directly arising from the recommendations in this report.

8. FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report.

9. LEGAL IMPLICATIONS

There are no specific legal implications raised in this report which are not considered within the text of the report. References are made within the report to best practice guidelines and principles aimed at enabling the Council to discharge its functions within an appropriate governance framework.

10. HUMAN RESOURCES IMPLICATIONS

Whilst there are no direct HR implications arising from the contents of this report, the ongoing governance of the framework and principles may lead to matters being dealt with through appropriate HR procedures if required.

11. WARD IMPLICATIONS

Applicable to all wards.

12. BACKGROUND PAPERS

“Delivering Good Governance in Local Government: A Framework”- CIPFA/
SOLACE (2016)

Code of Governance 2022/23 (February 2023)

Annual Governance Statement 2022/23 (November 2023)

13. CONTACT OFFICER(S)

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North East Lincolnshire Council

Local Code of Corporate Governance

2024



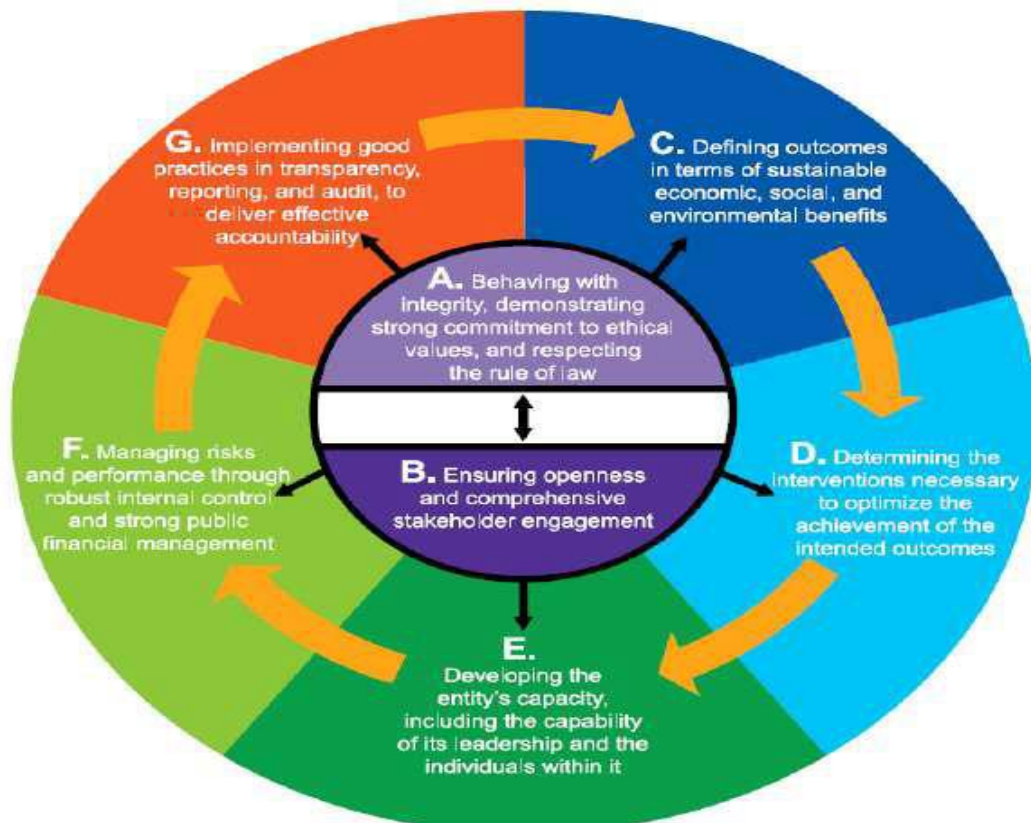
INTRODUCTION

Corporate Governance is a term used to describe how organisations direct and control what they do. As well as systems and processes this includes culture and values. For councils this also includes how a council relates to the communities that it serves. Good corporate governance requires local authorities to carry out their functions in a way that demonstrates accountability, transparency, effectiveness, integrity, impartiality and inclusivity. Corporate governance provides structure through which strategic objectives are set and performance monitored. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The Council is committed to demonstrating that it has the necessary corporate governance arrangements in place to perform effectively. The Council has developed and adopted a local Code of Corporate Governance which brings together in one document all the governance and accountability arrangements the Council currently has in place. The Code is based on best practice guidance set out in CIPFA/SOLACE Framework Delivering Good Governance in Local Government.

Governance is about our organisational frameworks, responsibilities, systems, processes, culture and values. Good governance happens when these things come together to make us an effective organisation – doing the right things in the right way for the right people. Good governance is also about ensuring what we do is done in a timely, inclusive, honest and accountable manner.

The Code is written around the seven core principles set out in the CIPFA/SOLACE best practice guidance. The aim of the principles is that the local authority achieves its intended outcomes while acting in the public interest at all times. The principles are shown in the diagram below:



The design and content of the Code of Corporate Governance is subject to annual review by the Audit and Governance Committee and update to reflect changes in the Council's policies and processes.

The effectiveness of the governance arrangements are assessed annually and reported in the Annual Governance Statement (AGS). The Council has adopted the "three lines of assurance model".

First Line – (delivery/operational area)

Each Assistant Director is required to complete an annual self-assessment as to how assurances are sought to confirm that the services and functions they are responsible for comply with each of the seven principles.

Second Line - (oversight of management activity and separate from those responsible for delivery)

A range of reports are produced annually or throughout the year from those responsible for the oversight of management activity which provide assurance on the operation of elements of the governance framework. These have been linked to each of the areas of the Code. In addition, there are a number of boards and groups which effectively contribute to the provision of assurance. These have been referred to in the second lines of defence within the Code.

Third line (independent oversight)

- External inspectorates, such as Ofsted and the Care Quality Commission
- External audit
- Internal Audit
- Ombudsman

These have been linked to each of the areas of the Code.

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

SUMMARY: Local government organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, they can demonstrate the appropriateness of all their actions across all activities and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

North East Lincolnshire Council demonstrates this by:

SUB PRINCIPLE: Behaving with Integrity

- Code of Conduct (members and officers) to ensure that high standards of conduct are maintained.
- Established procedures for dealing with breaches of the Member Code of Conduct.
- Standards and Adjudication Committee responsible for overseeing the conduct of members.
- Declaration of interests at meetings.
- Standard decision-making report format to ensure that all those responsible for taking decisions have the necessary information on which to do so.
- Key decisions where appropriate are supported by an Equalities Impact Assessment.
- ***A static induction day for all new officers has been introduced, which delivers a consistent induction programme for all. All members receive an induction.***
- Feedback Policy for ***the handling of*** complaints, compliments and suggestions that is published ***and promoted*** on the website.
- Reporting a Concern (Whistleblowing) Policy in place to enable individuals to raise concerns about malpractice or wrongdoing ***and understands how they will be handled.***

SUB PRINCIPLE: Demonstrating Strong Commitment to Ethical Values

- A regularly reviewed Constitution which sets out how the council operates and how it makes decisions.
- Terms of Reference for all committees and decision-making meetings.
- Declaration of Interests policies for members and officers.
- Gift and Hospitality policies for members and officers with regular monthly reminders via email.
- Policies and procedures that are reviewed and updated, to ensure adherence to ethical standards including People and Culture policies and Contract Procedure Rules.
- A Partnership Protocol which is subject to review.

SUB PRINCIPLE: Respecting the Rule of Law

- Statutory roles clearly defined in the Constitution, including the role of Monitoring Officer responsible for ensuring the council operates within the law and decisions are administered correctly.
- An Anti-Fraud & Corruption Strategy that is supported by a Fraud Response Plan, Anti-Money Laundering Policy, Anti-Bribery Policy and Whistleblowing Policy and a hotline for employees and customers to report irregularity and fraud.
- Contract Procedure Rules designed to deliver robust and fair procurement processes.
- Information Governance Officer role.

Examples of how the Council receives assurance

- Annual report of the Standards and Adjudication Committee
- Annual review of the Constitution – reported to Full Council
- Annual Fraud Report – reported to the Audit and Governance Committee
- Information Governance and Security Annual Report – reported to the Audit and Governance Committee
- Children’s Social Care Statutory Complaints and Compliments Annual Report
- Adult Social Care and National Health Service Statutory Complaints and Compliments Annual Report
- Corporate Parenting Board – ensures the Council is fulfilling its duties towards looked after children corporately and in partnership with other statutory agencies

Third Line of Assurance

- Ombudsman Annual Review Letter

PRINCIPLE B: Ensuring openness and comprehensive stakeholder engagement

SUMMARY: Local government is run for the public good, organisations therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders.

North East Lincolnshire Council demonstrates this by:

SUB PRINCIPLE: Openness

- A statement of accounts which are published annually.
- A Publication ***Scheme, based on the ICO Publication Scheme Template which sets out*** the kinds of information ***we proactively make*** available and provides guidance about how to access ***our*** information through the Freedom of Information ***Act*** request.
- A Council Plan that sets out the vision and priorities for North East Lincolnshire and strategic direction for the Council.
- Systems in place to ensure that relevant decisions taken by officers are published in accordance with legislative requirements – Officer Decision Notice Record.
- A standard decision-making report template is used to help ensure that readers are provided with information that is accurate, complete and unbiased.
- Agendas, reports and minutes, for all committees of the Council (including Scrutiny, Cabinet and Full Council) are published on the Council's website and widely circulated.
- Council meetings are open to the public unless there are good reasons for not doing so on the grounds permitted by statute.
- Equality Impact Assessment guidance and forms are used for key decisions (where appropriate) and helps ensure that the decisions taken consider a range of potential impacts/risks.
- ***Equality Impact Assessments are undertaken when People and Culture policies are reviewed and developed.***
- Key decisions to be taken by Cabinet and Portfolio Holders are published in advance with the Forward Plan of Key Decisions.

SUB PRINCIPLE: Engaging Comprehensively with Institutional Stakeholders

- Established strong partnerships with the public sector, business and community and voluntary sector across North East Lincolnshire, including statutory arrangements for Community Safety, Health and Wellbeing and Safeguarding.
- Mechanisms in place to consult where necessary. Consultation activity is evaluated throughout each consultation and upon completion.
- A Community Engagement Toolkit that lays out how consultation with employees, partners, residents, businesses and other stakeholders should take place.
- A Partnership Protocol in place and subject to regular review.

SUB PRINCIPLE: Engaging Stakeholders Effectively, Including Individual Citizens and Service Users

- Community Engagement Strategy that sets out how the Council will talk, listen and work with the community.
- The Council has arrangements to engage with all sections of the community including seldom heard groups.
- An Engagement & Consultation Register **will be developed** and published **to provide** a look forward and back on engagement activity.
- Greater use of social media to communicate with the communities.
- Community Safety Partnership regularly engage and consult with the community about their priorities and progress towards achieving them.
- A VCS forum is a conduit for the Council and HCP to understand, challenge and share key issues.

Examples of how the Council receives assurance

- Partnership Stocktake – reported to the Audit and Governance Committee
- The Sustainable Communities Board - a multi-agency board focussed on place solutions to issues impacting on communities

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

SUMMARY: The long-term nature and impact of many of local government's responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the organisation's purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.

North East Lincolnshire Council demonstrates this by:

SUB PRINCIPLE: Defining Outcomes

- The Outcomes Framework that sets out vision and priorities for North East Lincolnshire. The Council Plan articulates the Council's strategic priorities and the intended actions to deliver our aims.
- Core strategic plans (such as Economic, Health and Wellbeing, Safeguarding, and Financial).
- A Community Engagement Strategy that sets out how the Council will talk, listen and work with the community.

SUB PRINCIPLE: Sustainable Economic, Social and Environmental Benefits

- The Council has a published Environmental Policy Statement highlighting its commitment to sustainable environment and an Air Quality Strategy.
- Carbon Road Map adopted that sets a pathway for meeting Carbon Net Zero targets for the Council and the Borough.
- Natural Asset Plan that outlines the Council's strategy for managing and enhancing natural environment.
- Impact Assessment guidance that is used for all key decisions helps ensure that the decisions taken consider a range of potential impacts/risks.
- A Social Value Policy that is designed to assist commissioners and procurers to maximise opportunities to improve the social, economic and environment condition of our local area through effective commissioning and procurement.

Examples of how the Council receives assurance

- Performance Reports to Cabinet and Scrutiny

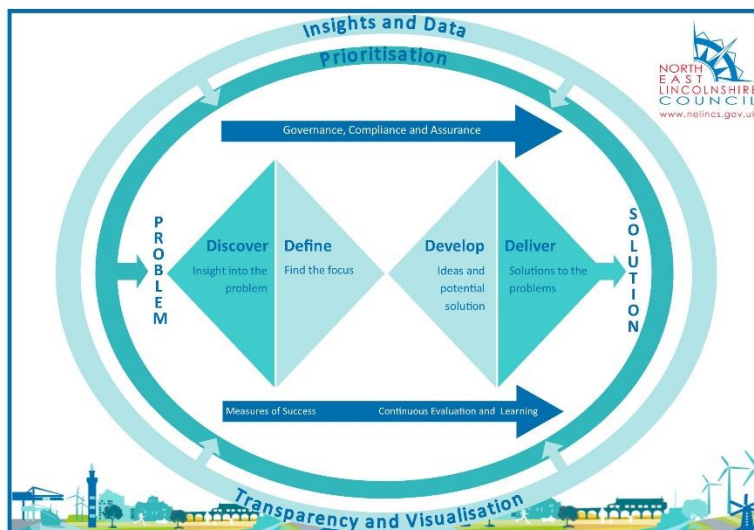
PRINCIPLE D: Determining the interventions necessary to optimise the achievement of the intended outcomes

SUMMARY: Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions (courses of action). Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed frequently to ensure that achievement of outcomes is optimised.

North East Lincolnshire Council demonstrates this by:

SUB PRINCIPLE: Determining Intervention

- The standard format of decision-making reports to ensure that all relevant information is considered such as analysis of options, risks, resource implications, and outcomes of Equality Impact Assessment etc.
- A financial planning process that determines level of resources to achieve council priorities and outcomes and meet statutory duties.
- A model for discovery of issues, definition and development of new solutions developed in 2022 and is shown below. ***This continues to be embedded.***



SUB PRINCIPLE: Planning Interventions

- The Council Plan (2023-26) states the Council's strategic priorities and actions to deliver them. It contains a suite of 'Vital Signs' indicators by which will measure progress. These are reported to Cabinet and Scrutiny on a quarterly basis.
- More detailed service specific performance information that are reported to relevant Scrutiny panels at agreed intervals.
- As part of the budget setting process, on an annual basis each area of the business produces a Business Plan that outlines proposals for delivery within budget.

SUB PRINCIPLE: Optimising Achievement of Intended Outcomes

- The annual budget is prepared in line with agreed Financial Strategy. The Council publishes its Financial Strategy bi-annually. The Council's Financial Plan reflects a three-year cycle in conjunction with a detailed one-year budget. This is intended to include realistic estimates of revenue and capital expenditure.

Examples of how the Council receives assurance

- Safeguarding Children's Partnership Annual Report - reported to Children & Lifelong Learning Scrutiny Panel
- Safeguarding Adults' Board Annual Report - reported to the Health and Adults Social Care Scrutiny Panel
- Public Health Annual Report – reported to Cabinet
- Council Plan Quarterly Report – reported to Cabinet
- Community Safety Board - oversees the role of the Community Safety Partnership
- Special Education/Disability Board – an overarching strategic forum for a wide range of partners to discuss areas of common interest for children and young people with special educational needs or disability

Third Line of Assurance

- Peer Challenges
- External inspectorates, such as Ofsted and the Care Quality Commission

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

SUMMARY: Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mindset, to operate efficiently and effectively and achieve intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an organisation operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of individual staff members. Leadership in local government is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.

North East Lincolnshire Council demonstrates this by:

SUB PRINCIPLE: Developing the Entity's Capacity

- Producing value for money focused analysis on an annual basis to inform whether the right outputs and outcomes are being delivered by the financial input (costs). This information is used to support the budget setting process.
- Fostering effective relationships, collaborative working and contractual arrangements with other public, private and voluntary organisations in delivering services.
- A People Strategy consisting of agreed approaches and activities that is targeted at supporting all aspects of the organisation in ensuring we attract, retain and develop our workforce.

SUB PRINCIPLE: Developing the Capability of the Entity's Leadership and Other Individuals

- A Constitution that sets out financial management arrangements through the Financial Regulations and Contract Procedure Rules.
- Protocols that are in place for governing members' and statutory officers' responsibilities. Portfolio Holder remits are set out in the Constitution.
- A Scheme of Delegation that is reviewed annually in light of legal and organisational changes.
- ***A static induction day for all new officers has been introduced which delivers a consistent induction programme for all. All members receive an induction.***
- Training for employees is made available through the annual Corporate Training process ***as well as the apprenticeship levy and the newly developed Academy NEL.***
- ***Supporting Positive Performance framework that enables staff to take charge of their own development and supports managers to have quality conversations***

that recognise individual needs and incorporates corporate supervision procedure.

- ***Grow your own*** programmes ***offering work experience***, training, skills and experience in Local Government from under ***16 work experience to post graduate opportunities***.
- A Workforce Planning Toolkit is available and helps managers through the Workforce Planning process.
- Health & Safety policies are in place.

Examples of how the Council receives assurance

- Quarterly Human Resources monitoring reports
- Annual Value for Money (VFM) report – reported to Audit and Governance Committee
- Annual review of the Constitution – reported to Full Council

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

SUMMARY: Local government needs to ensure that the organisations and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and are crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision-making activities. A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery and accountability. It is also essential that a culture and structure for scrutiny are in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful service delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.

North East Lincolnshire Council demonstrates this by:

SUB PRINCIPLE: Managing Risk

- Risk and Opportunities Policy and approach including robust systems of identification, evaluation and control of risks that threaten the Council's ability to meet its objectives to deliver services to the public.
- Responsibilities for managing individual risks are contained within the Risk and Opportunities Policy.
- The Assurance Board regularly reviews the strategic risk register and seeks assurances that it is kept up to date and actions to mitigate risks are implemented.

SUB PRINCIPLE: Managing Performance

- Key indicators have been identified which support the Council Plan. Assigned leadership team members are responsible for the monitoring of the delivery of performance measures in support of the outcomes.
- The format of decision-making reports ensure that all relevant information is considered.
- The Constitution, through its Overview and Scrutiny Procedure Rules, gives opportunities for the scrutiny panels to challenge and debate policy and objectives before and after decisions are made with the ability to refer matters back to the decision-making forum with recommendations or escalation to Full Council.
- Agenda and minutes of scrutiny meetings and any associated reports with recommendations to the Executive are published on the Council's website.
- Contract Procedure Rules and Financial Regulations set out the Council's arrangements and ensure that processes continue to operate consistently.

SUB PRINCIPLE: Robust Internal Controls

- An Assurance Board (made up of the senior leadership team) seeks assurance on the operation of the Council's control environment.
- Corporate Governance Group (made up of officers responsible for key aspects of the control environment) considers corporate and operational governance matters and escalates any issues of significance to the Assurance Board.
- Head of Internal Audit who provides an opinion on the council's control environment.
- The Managers' "Guide to the Control Environment" provides guidance to managers on the control environment and their responsibilities in relation to it.
- The Council is subject to External Audit and inspection regimes that require action plans that are assigned to officers.
- Anti-Fraud and Corruption Strategy that is subject to regular review.
- Annual Governance Statement that provides a high-level summary of how the Council is meeting the principles of good governance.
- Internal Audit prepares and delivers a risk-based audit plan which is kept under review to reflect changing priorities and emerging risks.
- The Audit and Governance Committee, which is independent of Cabinet (and has an independent chair), oversees the management of governance issues, internal controls, risk management and financial reporting. Its performance is subject to annual self-assessment.
- A framework in place to obtain assurance in relation to clinical governance encompassing quality assurance, quality improvement, risk and patient safety management.

SUB PRINCIPLE: Managing Data

- Procedures for the effective, lawful, fair and transparent processing of data are set out in the Council's Record Management Policy and Information Governance Framework and Data Protection Policy.
- The Council's ICT and Information Security Policy provides guidance on the arrangements that must be in place and followed to ensure personal and confidential data is kept protected and secure.
- Effective information sharing is undertaken in accordance with the UK's General Data Protection Regulation, Data Protection Act and the Council's Data Protection Policy. Information Sharing Agreements, which are reviewed on a regular basis, are in place to document the sharing of information using either national agreements or the template in the Humber Information Sharing Charter.
- Information governance and security awareness including individual responsibilities and good practice is raised and embedded with officers and elected members through the *annual* mandatory information governance training and supported with regular refresher and update activities including intranet postings, e-mails and articles in Vision.
- Data Subjects are informed why their personal information is being collected and how it will be processed (including when shared with other bodies) through the Council's overall Privacy Notices and service specific notices published on the Council website as well as through individual Privacy Statements on forms, in booklets etc.
- Data verification and validation processes are integrated within systems and processes.

SUB PRINCIPLE: Strong Public Financial Management

- The Medium-Term Financial Plan makes a realistic assessment of the resource that growth allows and allocates that resource to create a sustainable council capable of delivering council priorities and outcomes.
- Financial procedures are documented in the Financial Regulations.
- With effective financial management secured through budget planning and control using a system of devolved budget management.
- Financial accountability applied through a hierarchy of reporting arrangements up to council level.
- Monthly budget monitoring procedures are in place.

Examples of how the Council receives assurance

- Risk Management Annual Report – reported to the Audit and Governance Committee
- Annual Scrutiny Report – reported to Full Council
- Performance Reports to Cabinet and Scrutiny
- Annual Fraud Report – reported to Audit and Governance Committee
- Annual report of the Audit and Governance Committee which provides assurance that it operates in good practice
- Self-assessment against the “Code of Financial Management”
- Information Governance and Security Annual Report – reported to Audit and Governance Committee
- Annual Treasury Report – reported to Cabinet
- Information Security and Assurance Board – provides leadership and direction on information governance and security

Third Line of Assurance

- Head of Internal Audit Annual Report and Opinion
- 5 yearly external quality assessment of Internal Audit
- External Audit Annual Report
- NHS Data Security & Protection Toolkit
- Public Services Network (PSN) compliance

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

SUMMARY: Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.

North East Lincolnshire Council demonstrates this by:

SUB PRINCIPLE: Implementing Good Practice in Transparency

- Agendas, reports and minutes are published on the Council's website.
- Reputation section included in reports template.
- A style guide document that outlines how to communicate more effectively and to ensure communications are consistent and clear.
- Publication of officer decisions on the Council's website.
- Compliance with the National Transparency Code.

SUB PRINCIPLE: Implementing Good Practices in Reporting

- Annual Financial Statements are compiled, published to timetable and included on the Council's website.
- A review of VFM activities reported to the Audit & Governance Committee annually.

SUB PRINCIPLE: Assurance and Effective Accountability

- The AGS that sets out the council's governance framework and the results of the annual review of the effectiveness of the council's arrangements. The AGS includes areas for improvement/focus.
- An effective internal audit service is resourced and maintained.
- Head of Internal Audit report which includes a self-assessment of its arrangements against the public sector internal audit standards.
- External Audit provides an annual opinion on the Council's financial statement and arrangements for securing Value for Money.
- The Council actively welcomes peer challenge, reviews and inspections from regulatory bodies.
- The Council's scrutiny arrangements are well established and provide challenge and review and promote service improvement.

Examples of how the Council receives assurance

- Statement of accounts
- Annual VFM report
- Annual Scrutiny Report

Third Line of Assurance

- Head of Internal Audit Annual Report & Opinion
- External Audit Annual Report
- Peer Challenges
- External inspectorates, such as Ofsted and the Care Quality Commission