

## ITEM No ...5.....

**REPORT TO: POLICY AND RESOURCES COMMITTEE – 26 JUNE 2017**

**REPORT ON: LOCAL CODE OF CORPORATE GOVERNANCE**

**REPORT BY: CHIEF EXECUTIVE**

**REPORT NO: 223-2017**

### **1 PURPOSE OF REPORT**

1.1 To review and update the Council's Local Code of Corporate Governance.

### **2 RECOMMENDATIONS**

It is recommended that the Committee:-

2.1 approves the Review and updated Local Code of Corporate Governance as detailed in Appendix 1.

2.2 approves the implementation of the improvements listed in Appendix 3.

### **3 FINANCIAL IMPLICATIONS**

3.1 None.

### **4 BACKGROUND**

4.1 The Code of Corporate Governance was developed by CIPFA/SOLACE in 2008. The Council strives to meet the highest standards of corporate governance so that it achieves its objectives and minimises risks. The annual review seeks to maintain a high standard and continue to improve. An annual governance statement is included in the Council's Annual Report and Accounts.

4.2 Previous reviews suggested a high level of compliance with the guidelines although areas of improvement were identified and acted upon. These included the implementation of the Covalent performance management systems and the development of performance reporting on the Council's website. All national reports issued by relevant regulatory bodies are now submitted to the Council Management Team and referred to the Scrutiny Committee where appropriate.

4.3 In 2016, CIPFA extensively revised the Code in its publication "Delivering Good Governance in Local Government: Framework and the accompanying Guidance notes for Scottish Authorities, 2016 edition. The contents of the attached arise as a result of consideration of this document.

### **5 CURRENT COMPLIANCE REVIEW**

5.1 The current review was carried out by a working group of senior officers who reviewed the existing guidance to consider Corporate Governance issues and their implications for the authority.

5.2 The scoring mechanism previously adopted was retained to assess the detailed extent of the Council's compliance with the guidelines as presented in the Appendix. The scoring mechanism suggests that the Council is 85% compliant with the guidelines which given their wide scope is considered very good.

5.3 The scoring mechanism was used to assist and prepare the Improvement Agenda in Appendix 3 whereby senior officers identified areas where compliance with the code could be improved during the year.

**6 POLICY IMPLICATIONS**

6.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

**7 CONSULTATION**

7.1 The Council Management Team have been consulted on the content of this report.

**8 BACKGROUND PAPERS**

8.1 None.

David R Martin  
Chief Executive

22 May 2017

**DUNDEE CITY COUNCIL****LOCAL CODE OF CORPORATE GOVERNANCE (2017)****FOREWORD**

Dundee City Council strives to meet the highest standards of corporate governance to help ensure that it meets its objectives. The Council is determined to ensure that it delivers the best possible services to city residents. It has developed a modern and effective local democracy that responds quickly and flexibly, delivery high quality services when and where people need them.

The Council is committed to effective decision-making that is transparent and open to genuine scrutiny. It therefore provides on its website ([www.dundee.gov.uk](http://www.dundee.gov.uk)) details of its plans, procedures and performance.

**DEFINITION**

Corporate governance is the system by which Dundee City Council directs and controls its functions and relates to its community. A Corporate Governance Assurance Statement is included in the Council's Annual Report and Accounts each year.

**THE CODE**

The Local Code of Corporate Governance for the Council consists of seven main elements:-

- 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 optimise 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.

**BEHAVING WITH INTEGRITY, DEMONSTRATING STRONG COMMITMENT TO ETHICAL VALUES AND RESPECTING THE RULE OF LAW**

The Council approved an 'Our People' strategy based on the four themes - Equality, Diversity and Fairness, Enhancing Our Leadership, Managing Our People, Developing Our People.

The Council has a range of systems and procedures in place to ensure that members and employees of the authority are not influenced by prejudice or conflicts of interest in dealing with its citizens. The Council maintains a continually updated "Register of Members' Interests" which is available for inspection by members of the public.

The Council has a Members/Officers Code of Conduct in addition to the Financial Regulations, Standing Orders and Disciplinary Procedures. The Council has a "Helpline for Employees - Disclosure of Information" policy in place to provide for the direct reporting of problems to senior managers without fear of recrimination.

The National Code of Conduct, the Disciplinary Procedures and the Local Code on Corporate Governance are also applicable in general terms to any external organisations to which elected members and/or officers are appointed. Such organisations must also comply with the Following The Public Pound Guidelines which is covered by a separate report to Committee.

The Council is committed to equal opportunities including both the elimination of discrimination and the use of positive action measures to ensure that employment opportunities, service provision and access to civic life are bias free and made equally and easily available to people from target groups.

### **ENSURING OPENNESS AND COMPREHENSIVE STAKEHOLDER ENGAGEMENT**

The overarching plan for Dundee City is contained within the Single Outcome Agreement with further detail provided in the Community Plan 2012-2017.

Both documents are prepared in partnership with other public sector organisations where mutual objectives have been established.

The Council maintains a register of all consultation exercises undertaken with its stakeholders. These exercises inform the development of future service provision. The Council also publishes a comparative Performance Report whereby its performance is compared to the performance of similar urban authorities in its Family Groups as defined by the Improvement Service, the Local Government Benchmarking Framework indicators.

Each of the indicators in this report is also reported in detail on the Council's website so that stakeholders can form an idea of how our performance compares to that of our peers.

The Council has also established eight Local Community Planning Partnerships whereby stakeholders are consulted about community needs. These projects feed in to the wider planning process at corporate level. As with Council Meetings, all meetings of the Local Community Planning Partnerships are open to the public and full minutes of the meetings are recorded.

### **DEFINING OUTCOMES IN TERMS OF SUSTAINABLE ECONOMIC, SOCIAL AND ENVIRONMENTAL BENEFITS**

The strategic plan for the city is governed by the Single Outcome Agreement 2012-2017. Further detailed information is included in the Community Plan 2012-2017 which describes the actions that public agencies and their partners will take to achieve our vision for the city. The plans present an integrated approach to public investment and service provision. They also include the promotion of joint working with NHS (Tayside) and other public bodies. The Council has also prepared the Council Plan 2012-2017.

Individuals and groups from all sections of the community are encouraged to contribute to and participate in the work of the authority. The development of Local Community Planning Partnerships, Community Councils and Community Representative Bodies for areas of the city within the boundaries of each parliamentary constituency is designed to encourage more grassroots participation in Council decision-making and to bring the Council closer to the people. Local Community Engagement Strategies and Local Community Plans have been developed for each multi-member ward as means of identifying and responding to local issues and involving communities in the planning and delivery of public services. In addition, the Council solicits views on a wide range of decisions and maintains a listing of community groups and voluntary organisations and invites their opinion on possible developments likely to affect them.

### **DETERMINING THE INTERVENTIONS NECESSARY TO OPTIMISE THE ACHIEVEMENT OF THE INTENDED OUTCOMES**

The Council's combined Revenue and Capital Budgets is of the order of £500 million. Budget compared to actual expenditure is closely scrutinised and overspends and underspends reported to Committee on a regular basis in order that members are kept fully and timeously aware of any significant departures from the budgeted position.

In the course of the year, any departures from the budgeted position can be ameliorated by the movement of resources from one budget heading to another in order to smooth out overall annual spend. Variances between budget spend and actual spend are also reported to the Scrutiny Committee on a regular basis for further discussion and analysis.

For many years, the Council has reported Key Performance Indicators (KPI's) both annual and quarterly to the Scrutiny Committee. The quarterly performance indicators in particular were established to act as an early warning signal to alert members regarding key service areas where actual performance was lower than anticipated. This process enabled both elected member and senior officers to take corrective action during the course of the year to bring annual performance back on track by the year end.

KPI's are currently being reviewed with the objective of developing Performance Scorecards for each service. The acceptance of ownership of these indicators by senior officers and elected members is key to their development. It is anticipated that the first scorecards will be reported upon towards the end of 2017.

Key to the introduction of the Performance Scorecards is the development of the Covalent Performance Management System which is a state of the art performance monitoring, recording and reporting system which has been adopted by most local authorities in Scotland and enables the comparison of performance from one authority to another relatively quickly and regularly.

Over the remainder of the 2017/2018 financial year, the Council will be developing the reports to be drawn down from Covalent in order that the best and most up-to-date performance information is readily available. Reports will be available for all tiers of the Council from Committee level down to team and individual level.

This will help ensure that performance issues are deeply embedded within the Council's work ethos at all levels improving services to all stakeholders.

### **DEVELOP THE ENTITY'S CAPACITY, INCLUDING THE CAPABILITY OF ITS LEADERSHIP AND THE INDIVIDUALS WITHIN IT**

New members and officers are required to complete an induction programme designed to provide background information on a local authority's core activities as well as keeping the individual up-to-date with current issues of interest with which the Council is involved.

Job descriptions and person specifications are available for all posts advertised. The Employee Performance and Development Framework links employee objectives to Service Plans and the Council Plan and the Council operates the Covalent Performance Management system to keep the monitoring of key tasks up-to-date.

### **MANAGING RISKS AND PERFORMANCE THROUGH ROBUST INTERNAL CONTROL AND STRONG PUBLIC FINANCIAL MANAGEMENT**

The Council has a developed Risk Management Policy. This states that "Dundee City Council is dedicated to the management of risk in order to:-

- safeguard its employees
- protect its property
- preserve and enhance service delivery
- maintain effective stewardship of public funds
- promote a favourable corporate image"

The main priorities within this policy are the identification, evaluation and control of risks which threaten the Council's ability to deliver services to the public. The Council has a high level Business Continuity Plan which sets out the arrangements by which the Council aims to continue to deliver its critical services in the event of an emergency event. Critical services are identified through a process of identification and analysis contained within risk registers. Both the Risk Management Framework and the Business Continuity Strategy continue to be developed.

Resources aimed at improving internal control within the Council are allocated according to priorities determined by the Annual Audit Plan, reflecting the changing risks and priorities of the Council.

The Council's accounts include a corporate governance statement.

**NB** The Council also publishes, on an annual basis, Statutory Performance Measures. On a quarterly basis performance is reported to the Scrutiny Committee by a combination of performance database (Covalent) and Statutory Performance Indicators information by way of traffic light reporting.

In 2013, the Society of Local Authority Chief Executives in conjunction with the Improvement Service developed a number of new indicators specifically aimed at facilitating performance comparison from authority to authority through the use of family groupings.

The Council's performance and that of its peer group was reported to Committee in April 2017 for the financial year 2015/2016. A comparison report will be made to Committee every year and excerpts included on the Council's website on a user friendly basis.

The Improvement Service has also set up a number of benchmarking groups designed to improve performance throughout Scotland. These groups will meet regularly over the next two years and their findings reports to Committee to improve service delivery. Dundee City Council has representatives on all these working groups to ensure full participation in this important process.

The Council is committed to efficiency savings and on an annual basis identifies efficiency savings achieved by implementing this initiative.

The Council fosters relationships and partnerships with other public, private and voluntary organisations in delivering services that meet the needs of the local community.

The Council also responds to findings and reviews of Audit Scotland, other statutory inspectors and its own Internal Audit Section.

### **IMPLEMENTING GOOD PRACTICES IN TRANSPARENCY, REPORTING AND AUDIT TO DELIVER EFFECTIVE ACCOUNTABILITY**

The Council is committed to the transparency and scrutiny of its services and processes including decision-making. To that end a Scrutiny Committee was established in April 2009 with the principal remit of considering Performance Inspection reports on the authority.

Recent notable performance improvements include:-

- Restructuring of Council Committees
- User friendly Performance Bulletin in the local newspaper
- Progress on Dundee Waterfront
- Community Asset Transfer Strategy
- Implementation of a new Council website
- Implementation of a new Council intranet system

The roles and responsibilities of Councillors and Officers are clearly defined in the Standing Orders of the authority, the Scheme of Delegation of Powers to Officers of the Council, the Scheme of Tender Procedures and the Scheme of Financial Regulations.

The Council has Corporate guidance on Recruitment and Selection and ensures that all officers involved are appropriately trained for their roles. Councillors' Professional Development is also available. Councillors on the Personnel Appointments Sub-Committee must undertake Fair Selection training. There is also further bespoke training for Elected Members sitting on the Licensing Committee and the Development Management Committee and Councillors have also received training on the Ethical Standards regime.

The Council has adopted the Continuing Professional Development Framework for Elected Members developed by The Improvement Service.

The Scheme of Councillors' Salaries and Expenses sets out the terms of Councillors' remuneration. Details of all Councillors' expenses are published on the internet and in the local press on an annual basis.

The Council's Chief Executive is responsible to the authority for all aspects of executive management.

The Chief Executive, Executive Director of Corporate Services and Head of Democratic and Legal Services are responsible for ensuring that agreed procedures are followed and that all applicable statutes, regulations and statements of good practice are complied with.

The Executive Director of Corporate Services is responsible for ensuring appropriate advice is given to the Council on all financial matters, keeping proper financial records and accounts and maintaining an effective system of internal financial control under the terms of the Financial Regulations.

The Chief Social Work Officer is responsible for ensuring the provision of effective professional advice to the Council - elected members and officers - in the authority's provision of Social Work services.

The roles of senior officers are defined in agreed Job Descriptions. Employee performance is reviewed on an annual basis through Employee Performance and Development Review Schemes.

Job Descriptions have been produced for members in general and for the Leader of the Administration in particular.

The Council has implemented a major restructuring of the services to improve efficiency.

**DUNDEE CITY COUNCIL****IMPROVEMENT AGENDA FOR 2016/2017**

<b>Improvement</b>	<b>Principle</b>	<b>Code Reference</b>	<b>Responsible Officer</b>	<b>Completion Date</b>
1 Align Quarterly Performance Reports with services	1	2.1	Performance and Improvement Manager	Carried forward 17/18*
2 Re-vamp the Performance Summary	1	3.1	Performance and Improvement Manager	Completed 30/4/16
3 Roll out Integrated Impact Assessment Tool	4	1.2	Sustainability and Climate Change Manager	Carried forward 17/18*
4 Continue to develop Business Continuity Strategy	4	3.1	Service Manager - Community Safety and Resilience	Carried forward 17/18*
5 Re-launch Whistleblowing Policy	4	3.2	Head of Human Resources and Business Support	Carried forward 17/18*
6 Provide Performance Training for Elected Members	5	2.3	Principal Performance Improvement Officer	Carried forward 17/18*
7 Implement new Intranet System	6	2.6	Head of Corporate Communications and Policy for Leisure and Culture	Completed 30/6/16

\* carried forward items have been included in Appendix 3 with new target completion dates



**DUNDEE CITY COUNCIL****IMPROVEMENT AGENDA FOR 2017/2018**

<b>Improvement</b>	<b>Principle</b>	<b>Code Reference</b>	<b>Responsible Officer</b>	<b>Completion Date</b>
1 Develop Ethical Values Framework	1	2.1-2.4	Head of Democratic and Legal Services	31/3/18
2 Communication Strategy 2017-2020 to be launched	2	2.1, 3.2-3.4	Service Manager Communications	31/12/17
3 Roll Out Integrated Impact Assessment Tool	3	1.2	Sustainability and Climate Change Manager	30/9/17
4 Align quarterly performance reports with services	4	2.4	Service Manager Transformation and Performance	31/12/17
5 Develop medium-term financial forecasting	4	2.7, 3.1-3.3	Executive Director of Corporate Services	31/3/18
6 Update Corporate Asset Management Strategy	5	1.1	Executive Director of City Development	31/3/18
7 Re-launch Whistleblowing Policy	5	2.7	Head of Human Resources and Business Support	31/12/17
8 Implement new Internet System	6	2.6	Head of Customer Services and IT	31/10/17
9 Develop Risk Management Framework	6	1.1-1.2	Executive Director of Corporate Services	30/9/17
10 Continue to develop Business Continuity Strategy	6	1.3	Service Manager - Community Safety and Resilience	31/12/17
11 Provide Performance Training for Elected Members	7	2.2	Transformation and Performance Manager	31/3/18

The Council's Local Code of Corporate Governance 2016/2017 reflects the requirements of the CIPFA/SOLACE Delivering Good Governance in Local Government Framework published in 2007 and the supporting Guidance Note for Scottish Authorities published in May 2008. For each of the seven core principles of good governance, the CIPFA/SOLACE Delivering Good Governance in Local Government Framework (2016) provides supporting principles and a range of specific requirements that should be reflected in local authorities' Local Codes of Corporate Governance. The supporting Guidance Note for Scottish Authorities provides more detail and examples of evidence such as systems, processes and documentation that may be used to demonstrate local compliance with these principles.

The CIPFA/SOLACE template detailed within the Guidance Note for Scottish Authorities has been followed in developing the Council's Local Code of Corporate Governance. As part of the self assessment process the Council's arrangements have been evaluated using the scoring system summarised in the table below:

<b>EVALUATION</b>	<b>DEFINITION</b>
<b>4</b>	Fully compliant with the requirement of the local code
<b>3</b>	Mostly compliant with the requirements of the local code
<b>2</b>	Partially compliant with local code requirements
<b>1</b>	Not compliant with local code requirements

The information gathered from the 2016/2017 self-assessment of the Council's governance arrangements and detailed in the attached schedules has been used to inform the areas to be included in the Council's improvement plan for the year.

PRINCIPLE 1		Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
1	Behaving with integrity	1.1	Ensure 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.	Members and officers induction Members and officers Code of Conduct Head of Service sign off of Local Code Employee Performance and Development Review Staff handbook	4	N
		1.2	Ensure 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.	Council Vision Council Principles Council Plan Communication Strategy Human Resources My View Freedom of Information procedures Data Protection Act compliance Record Retention schedules. Leadership Conference, programme and values	4	N
		1.3	Lead by example and use these standard operating principles or values as a framework for decision making and other actions.	Declaration of interest made at meetings Conduct at meetings Shared values guide decision making Develop and maintain an effective Scrutiny Committee Governance Statement	4	N
		1.4	Demonstrate, communicate and embed, 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.	Anti-fraud and corruption policies Up-to-date register of interests Up-to-date register of gifts and hospitality Whistle-blowing policy in place and widely available Complaints policy and ensuing improvements Members and officers code of conduct Minutes show declarations of interest People Strategy Employee Survey Pension Patter Service newsletters Intranet Employee handbook	4	N

PRINCIPLE 1 (cont'd)		Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
2	Demonstrating strong commitment to ethical values	2.1	Seek to establish, monitor and maintain the organisation's ethical standards and performance.	Scrutiny of ethical decision making Championing ethical guidance at governing body level	3	Y
		2.2	Underpin personal behaviour with ethical values and ensure they permeate all aspects of the organisation's culture and operation.	Provision of ethical awareness training Equality Impact Assessments Equality outcomes	3	Y
		2.3	Develop and maintain robust policies and procedures which place emphasis on agreed ethical values.	Appraisal processes take account of values and ethical behaviour Staff appointments policy Procurement policy	3	Y
		2.4	Ensure that external providers of services are required to act with integrity and in compliance with high ethical standards expected by the organisation.	Agreed values in partnership working Protocols for partnership working Partnership document of agreed values Pension Fund ethics	3	Y
3	Respecting the rule of law	3.1	Ensure members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations.	Statutory provisions. Statutory guidance is followed. Constitution. Standing Orders	4	Y
		3.2	Create 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.	Job descriptions and specifications. Compliance with CIPFA's Statement on the Role of the Chief Financial Officer Terms of reference Committee support	4	Y

<b>PRINCIPLE 1 (cont'd)</b>		<b>Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law</b>				
<b>Supporting Principle</b>		<b>The local code should reflect the requirements for local authorities to:</b>		<b>Evidence to Demonstrate Compliance</b>	<b>Evaluation Level (1 - 4)</b>	<b>Requires Improvement (Y/N)</b>
		3.3	Strive to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders.	Record of legal advice provided by officers Record of other professional advice Procurement and tendering procedures Financial regulations	4	Y
		3.4	Deal with breaches of legal and regulatory provisions effectively.	Monitoring officer provisions Record of legal advice provided by officers Statutory provisions	4	Y
		3.5	Ensure corruption and misuse of power are dealt with effectively.	Anti-fraud corruption policies and procedures Local test of assurance	4	Y

PRINCIPLE 2		Ensuring openness and comprehensive stake holder engagement				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
1	Openness	1.1	Ensure an open culture through demonstrating, documenting and communicating, the organisation's commitment to openness.	Annual Report Freedom of Information Act publication scheme Online Council Tax information Council's goals and values Council website Scrutiny Committee Procurement strategy and tender procedures Register of Gifts and Hospitality Register of Interests	4	N
		1.2	Make 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 of the reasoning for keeping a decision confidential should be provided.	Record of decision-making and supporting materials Agenda and Minutes of Scrutiny Committee Documented follow-up requests Changing for the Future Reviews PSIF and self-evaluation	4	N
		1.3	Provide 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, ensure that the impact that the impact and consequences of those decisions are clear.	Decision-making protocols Report pro-formas Record of professional advice in reaching decisions Meeting reports show details of advice given Discussion between members and officers on the information needs of members to support decision-making Agreement on the information that will be provided and timescales Calendar of dates for submitting, publishing and distributing timely reports is adhered to	4	N

PRINCIPLE 2 (cont'd)		Ensuring openness and comprehensive stake holder engagement				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
		1.4	Use formal and informal consultation and engagement to determine the most appropriate and effective interventions/courses of action.	Community Strategy Use of consultation feedback Citizen survey	4	N
2	Engage comprehensively with institutional stakeholders	2.1	Effectively engage 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.	Corporate Communication Strategy	3	Y
		2.2	Develop formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively.	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	4	N
		2.3	Ensure that partnerships are based on trust, a shared commitment to change, a culture that promotes and accepts challenge among partners and that the value of partnership working is explicit.	Partnership framework Partnership protocols	4	N

PRINCIPLE 2 (cont'd)		Ensuring openness and comprehensive stake holder engagement				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
3	Engage stakeholders effectively including individual citizens and service users	3.1	Establish 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 provision is contributing towards the achievement of intended outcomes.	Record of public consultations Partnership framework	4	N
		3.2	Ensure that communication methods are effective and that members and officers are clear about their roles with regard to community engagement.	Communications strategy	3	Y
		3.3	Encourage, collect and evaluate the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs.	Communications strategy Joint needs assessment	3	Y
		3.4	Implement effective feedback mechanisms in order to demonstrate how their views have been taken into account.	Communications strategy Consultations Surveys	3	Y
		3.5	Balance feedback from more active stakeholder groups with other stakeholder groups to encourage inclusivity.	Processes for dealing with competing demands within the community, for example a consultation Surveys	4	N
		3.6	Take account of the interests of future generations of tax payers and service users.	Reports Joint strategic needs assessment	4	N



PRINCIPLE 3		Defining outcomes in terms of sustainable economic, social and environmental benefits				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
1	Define outcomes	1.1	Have 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.	Vision used as a basis for corporate and service planning Council Plan Communication strategy Council Management Team meetings Changing for the Future Board Single Outcome Agreement Service plans Thematic plans	4	N
		1.2	Specify 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.	Community engagement or involvement Corporate and service plans Community strategy Integrated Impact Assessment Tool	3	Y
		1.3	Deliver defined outcomes on a sustainable basis within the resources that will be available.	Regular reports on progress to Committee	4	N
		1.4	Identify and manage risks to the achievement of outcomes.	Performance trends are established and reported upon Risk management protocols Corporate Risk Management Group Internal audit function	4	N
		1.5	Manage service users' expectations effectively with regard to determining priorities and making the best use of the resources available.	An agreed set of quality standard measures for each service element are included in service plans Service quality comparators and analysis Processes for dealing with competing demands within the community	4	N

PRINCIPLE 3 (cont'd)		Defining outcomes in terms of sustainable economic, social and environmental benefits				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
2	Sustainable economic, social and environmental benefits	2.1	Consider and balance the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision.	Capital investment is structured to achieve appropriate life spans and adaptability for future use so that resources are spent on optimising social, economic and environmental well being: - Capital programme - Capital investment strategy	4	N
		2.2	Take 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.	Discussion between members and officers on the information needs of members to support decision-making Record of decision-making and supporting materials	4	N
		2.3	Determine the wider public interest associated with balancing conflicting interests between achieving the various economics, social and environmental benefits through consultation where possible. In order to ensure appropriate trade-offs.	Record of decision-making and supporting materials Protocols for consultation	4	N
		2.4	Ensure fair access to services.	Protocols ensure fair access and statutory guidance is followed Customer charter Equalities Mainstreaming Report Fairness strategy	4	N

PRINCIPLE 4		Determine the interventions necessary to optimise the achievement of the intended outcomes.				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
1	Determining interventions	1.1	Ensure decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and include the risks associated with those options.	Discussion between members and officers on the information needs of members to support decision-making Decision-making protocols Option appraisals Agreement of information that will be provided and timescales	4	N
		1.2	Consider feedback from citizens and service users when making decisions about service improvements or where service 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.	Financial strategy Customer surveys used for service planning Stakeholder surveys Complaints feedback Councillors' constituent feedback Govmetrics	4	N
2	Planning interventions	2.1	Establish and implement robust planning and control cycles that cover strategic and operational plans, priorities and targets.	Calendar of dates for developing and supporting plans	4	N
		2.2	Engage with internal and external stakeholders in determining how services and other courses of action should be planned and delivered.	Community plans	4	N
		2.3	Consider and monitor risks facing each partner when working collaboratively including shared risks.	Partnership framework Risk management protocol	4	N

PRINCIPLE 4 (cont'd)		Determine the interventions necessary to optimise the achievement of the intended outcomes.				
Supporting Principle		The local code should reflect the requirements for local authorities to:	Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)	
		2.4	Ensure arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances.	Planning protocols	4	N
		2.4	Establish appropriate Key Performance Indicators (KPI's) as part of the planning process to identify how the performance of services and projects is to be measured.	KPI's have been established and approved for each service element and included in the service plan and are reported upon regularly (Currently under review for inclusion in new Council Plan and new Performance Scorecards from Covalent)	3	Y
		2.5	Ensure capacity exists to generate the information required to review service quality regularly.	Reports include detailed performance results and highlight areas where corrective action is necessary State of the art Covalent performance system	4	N
		2.6	Prepare budgets in accordance with organisational objectives, strategies and the medium term financial plan.	Evidence that budgets, plans and objectives are aligned	4	N
		2.7	Inform medium and long-term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy.	Budget guidance and protocols Medium-term financial plan Corporate plans	3	Y

<b>PRINCIPLE 4 (cont'd)</b>		<b>Determine the interventions necessary to optimise the achievement of the intended outcomes.</b>				
<b>Supporting Principle</b>		<b>The local code should reflect the requirements for local authorities to:</b>		<b>Evidence to Demonstrate Compliance</b>	<b>Evaluation Level (1 - 4)</b>	<b>Requires Improvement (Y/N)</b>
3	Optimising achievement of intended outcomes	3.1	Ensure the medium-term financial strategy integrates and balances service priorities, affordability and other resource constraints.	Feedback surveys and exit/decommissioning strategies Changes as a result	3	Y
		3.2	Ensure the budget process is all inclusive, taking into account the full cost of operations over the medium and longer-term.	Budgeting guidance and protocols	3	Y
		3.3	Ensure the medium-term financial strategy sets the context for on-going 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.	Financial strategy	3	Y
		3.4	Ensure the achievement of "social value" through service planning and commissioning.	Service plans demonstrate consideration of "social value" Achievement of "social value" is monitored and reported upon Procurement policies Equalities	4	Y

PRINCIPLE 5		Developing the entity's capacity, including the capability of its leadership and the individuals within it				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
1	Develop the entity's capacity	1.1	Review operations, performance and use of assets on a regular basis to ensure their continuing effectiveness.	Regular review of activities, outputs and planned outcomes Corporate Asset Management Strategy	3	Y
		1.2	Improve 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.	Utilisation of research and benchmarking exercises eg APSE, CIPFA, Insight LGBF indicators Improvement Service benchmarking study groups Changing for the Future Board Efficiency savings Public Sector Improvement Framework STEP programme	4	N
		1.3	Recognise the benefits of partnerships and collaborative working where added value can be achieved.	Integrated Joint Board Other Joint Boards Effective operation of partnerships which deliver agreed outcomes Joint Consultation Arrangements including with the Trades Unions Single Outcome Agreement Community Plan	4	N
		1.4	Develop and maintain an effective workforce plan to enhance the strategic allocation of resources.	Workforce plan Organisational development plan CPD and e-learning Our People Strategy Employee and member briefings	4	N

PRINCIPLE 5 (cont'd)		Developing the entity's capacity, including the capability of its leadership and the individuals within it				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
2	Develop the capability of the entity's leadership and other individuals.	2.1	Develop 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.	Job descriptions Person specifications Chief executive and leader pairings have considered how best to establish and maintain effective communication	4	N
		2.2	Publish a statement that specifies the types of decisions that are delegated and those reserved for the collective decision-making of the governing body.	Scheme of delegation reviewed at least annually in the light of legal or organisational changes. Standing orders and financial regulations which are reviewed on a regular basis	4	N
		2.3	Ensure 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.	Clear statement of respective roles and responsibilities and how they will be put into practice	4	N

PRINCIPLE 5 (cont'd)		Developing the entity's capacity, including the capability of its leadership and the individuals within it				
Supporting Principle		The local code should reflect the requirements for local authorities to:	Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)	
		2.4	Develop 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	Access to courses/information briefings on new legislation Leadership strategy and programme Collective training events Improvement Service masterclasses and courses	4	N
			- ensuring members and staff have access to appropriate induction tailored to their role and that on-going training and development matching individual and organisational requirements is available and encouraged	Induction programme Personal development plans for members and officers Employee Performance and Development Framework		
			- ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensure that they are able to update their knowledge on a continuing basis.	For example for members this may include - - scrutinise and challenge - recognise when outside expert advice is required - promote trust - work in partnership - lead the organisation - act as a community leader (through CPD training and IS masterclasses) Other externally developed management programmes		



PRINCIPLE 5 (cont'd)		Developing the entity's capacity, including the capability of its leadership and the individuals within it			
Supporting Principle		The local code should reflect the requirements for local authorities to:	Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
		- ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from both internal and external governance weaknesses	Elected Members CPD National Code of Conduct Members Checklist  Efficient systems and technology used for effective support  Arrangements for succession planning Documented shared values Communicated shared values		
	2.5	Ensure that there are structures in place to encourage public participation.	Residents' panels Stakeholder forum terms of reference Strategic partnership frameworks Community Councils Suggestion schemes	4	N
	2.6	Take step to consider the leadership's own effectiveness and ensure leaders are open to constructive feedback from peer review and inspections.	Review individual member performance on a regular basis taking account of their attendance and considering any training or development needs Peer reviews	4	N
	2.7	Hold staff to account through regular performance reviews which take account of training or development needs.	Training and development plan Staff development plans linked to appraisals Implement appropriate Human Resource policies and ensure they are working effectively Personal Harassment Procedure Disciplinary Procedures Whistle-blowing Policy	3	Y

<b>PRINCIPLE 5 (cont'd)</b>		<b>Developing the entity's capacity, including the capability of its leadership and the individuals within it</b>				
<b>Supporting Principle</b>		<b>The local code should reflect the requirements for local authorities to:</b>		<b>Evidence to Demonstrate Compliance</b>	<b>Evaluation Level (1 - 4)</b>	<b>Requires Improvement (Y/N)</b>
		2.8	Ensure arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.	Human Resource policies Regular health e-mail bulletins Healthy Living Initiative Occupational Health	4	N

PRINCIPLE 6		Managing risks and performance through robust internal control and strong public financial management.				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
1	Managing risk	1.1	Recognise that risk management is an integral part of all activities and must be considered in all aspects of decision-making.	Risk management protocol Risk management strategy Risk Registers Risk training and guidance Business Continuity plans E-learning courses on risk	3	Y
		1.2	Implement robust and integrated risk management arrangements and ensure that they are working effectively.	Risk management strategy/policy formally approved, adopted, reviewed and updated on a regular basis	3	Y
		1.3	Ensure that responsibilities for managing individual risks are clearly allocated.	Risk management protocol Business Continuity Strategy	3	Y
2	Managing performance	2.1	Monitor service delivery effectively including planning, specification, execution and independent post-implementation review.	Performance map showing all key activities have performance measures Benchmark information Cost performance (using inputs and outputs) Calendar of dates for submitting, publishing and distributing timely reports that are adhered to	4	Y
		2.2	Make 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.	Discussion between members and officers on the information needs of members to support decision-making Publication of agendas and minutes of meetings Agreement on the information that will be needed and timescales	4	N

PRINCIPLE 6 (cont'd)		Managing risks and performance through robust internal control and strong public financial management.				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
		2.3	Ensure an effective scrutiny 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.	The role and responsibility for scrutiny has been established and is clear Agenda and minutes of scrutiny meetings. Evidence of improvements as a result of scrutiny Terms of reference Training for members Membership	4	N
		2.4	Provide members and senior management with regular reports on service delivery plans and on progress towards outcome achievement.	Calendar of dates for submitting, publishing and distributing timely reports that are adhered to Performance reports Quarterly performance reports Statutory Performance Indicators Other indicators	4	N
		2.5	Ensure there is consistency between specification stages (such as budgets) and post-implementation reporting.	Financial standards, guidance Financial regulations and standing orders	4	N
3	Robust internal control	3.1	Align the risk management strategy and policies on internal control with achieving objectives.	Risk management strategy Audit plan Audit reports Annual Report of Chief Internal Auditor	4	N
		3.2	Evaluate and monitor risk management and internal control on a regular basis.	Risk management strategy policy has been formally approved and adopted and is reviewed and updated on a regular basis	4	N

PRINCIPLE 6 (cont'd)		Managing risks and performance through robust internal control and strong public financial management.				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
		3.3	Ensure effective counter fraud and anti-corruption arrangements are in place.	Compliance with CIPFA Code of Practice on Managing the Risk of Fraud and Corruption	4	N
		3.4	Ensure additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor.	Annual governance statement Effective internal audit service is resourced and maintained Chief Internal Auditor's statement Annual Internal Audit Plan	4	N
		3.5	Ensure an audit committee or equivalent group or function which is independent of the executive.	Scrutiny Committee complies with best practice Terms of reference Membership Training	4	N
4	Managing data	4.1	Ensure effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data.	Data management framework and procedures Designated Data Protection Officer Data Protection policies and procedures Record Retention Data Protection	4	N
		4.2	Ensure effective arrangements are in place and operating effectively when sharing data with other bodies.	Data sharing agreements Data sharing register Data processing agreements	4	N
		4.3	Review and audit regularly the quality and accuracy of data used in decision-making and performance monitoring.	Data quality procedures and reports Data validation procedures	4	N

<b>PRINCIPLE 6 (cont'd)</b>		<b>Managing risks and performance through robust internal control and strong public financial management.</b>				
<b>Supporting Principle</b>		<b>The local code should reflect the requirements for local authorities to:</b>		<b>Evidence to Demonstrate Compliance</b>	<b>Evaluation Level (1 - 4)</b>	<b>Requires Improvement (Y/N)</b>
5	Strong public financial management	5.1	Ensure financial management supports both long-term achievement of outcomes and short-term financial and operational performance.	Financial management supports the delivery of services and transformational change as well as securing good stewardship	4	N
		5.2	Ensure well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls.	Budget monitoring reports	4	N

PRINCIPLE 7		Implement good practices in transparency, reporting and audit to deliver effective accountability.				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
1	Implement good practice in transparency	1.1	Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate.	Website Performance Bulletin Public meetings	4	N
		1.2	Strike 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.	Annual Report	4	N
2	Implementing good practices in reporting	2.1	Report at least annually on performance, value for money and the stewardship of resources.	Formal annual report which includes key points raised by external scrutineers and service users' feedback on service delivery (LGBF Annual Report)	4	N
		2.2	Ensure members and senior managers own the results.	Appropriate approvals Performance Scorecards Members training	3	Y

PRINCIPLE 7 (cont'd)		Implement good practices in transparency, reporting and audit to deliver effective accountability.				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
		2.3	Ensure robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publish the results on this assessment including an Action Plan for improvement and evidence to demonstrate good governance (annual governance statement).	Annual governance statement Corporate Governance Report	4	N
		2.4	Ensure that the Framework is applied to jointly managed or shared service organisations as appropriate.	Annual governance statement. Partnership agreements Partnership principles and objectives Memoranda of Understanding	4	N
		2.5	Ensure 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.	Format follows best practice as advised by the Improvement Service LGBF performance indicators Other performance indicators		
3	Assurance and effective accountability.	3.1	Ensure that recommendations for corrective action made by external audit are acted upon.	Recommendations have informed positive improvement	4	N



PRINCIPLE 7 (cont'd)		Implement good practices in transparency, reporting and audit to deliver effective accountability.				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
		3.2	Ensure 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.	Compliance with CIPFA's Statement on the Role of the Head of Internal Audit Compliance with Public Sector Internal Audit Standards	4	N
		3.3	Welcome peer challenge, reviews and inspections from regulatory bodies and implement recommendations.	Recommendations have informed positive improvement Inspectorate reports	4	N
		3.4	Gain assurance on risks associated with delivering services through third parties which is evidenced in the annual governance statement.	Annual governance statement	4	N
		3.5	Ensure that when working in partnership, arrangements for accountability are clear and that the need for wider accountability has been recognised and met.	Community strategy Dundee Partnership Plan	4	N