CHESTERFIELD
BOROUGH COUNCIL

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NOTICE OF EXECUTIVE DECISION TO BE MADE

The following Executive Decisions are due to be made by the DEPUTY LEADER on TUESDAY, 7 APRIL 2020.

1.   Review of the Code of Corporate Governance and the Annual Governance Statement (C000L) (Pages 3 - 94)

Reports relating to the decision(s) to be taken are attached to this notice, unless they contain confidential or exempt information. A meeting will not necessarily take place when the decision is made. Please contact Democratic Services for more information.

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For publication

Review of Code of Corporate Governance and the Annual Governance Statement

Meeting:	Deputy Leader *(in place of the Leader) as a Cabinet decision pursuant to emergency delegations approved by Standards and Audit Committee on 19 March, 2020*
	Standards and Audit Committee
Date:	7th April 2019
	22nd April 2020
Cabinet portfolio:	Cabinet Member for Governance
Report by:	Internal Audit Consortium Manager

For publication

1.0 **Purpose of report**

1.1 To Review compliance with the Code of Corporate Governance requirements during the year 2019/20 and to present the Annual Governance Statement and associated action plan.

2.0 **Recommendations**

2.1 That the Cabinet consider the following documents and refer any comments to the Standards and Audit Committee:
   a) the Annual Review of the Local Code of Corporate Governance for 2019/20 (Appendix A);
   b) The review of the key elements that comprise the Council's governance arrangements (Appendix B)

c) the Annual Governance Statement (Appendix C);

d) the Annual Governance Statement Action Plan (Appendix D).

2.2   That the Standards and Audit Committee:

a) consider the documents listed in 2.1 above, together with any comments from Cabinet;

b) subject to any amendments that they consider appropriate, approve the Annual Governance Statement and Action Plan; &

c) recommend that the Annual Governance Statement be signed by the Leader and Chief Executive.

2.3   That a review of the Code of Corporate Governance be undertaken in 12 months' time.

2.4   That progress on the Action Plan is monitored by the Corporate Management Team.

3.0   Report Details

Background

3.1   As good practice and to promote sound governance arrangements local authorities are recommended to adopt and regularly review a Code of Corporate Governance. The Code of Corporate Governance details the system by which the Council controls and directs its functions and how it relates to its local community. The overall aim is to ensure that resources are directed in accordance with agreed policy and according to priorities, that there is sound and inclusive decision making and that there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.

3.2   The Council's Code of Corporate Governance reflects the latest CIPFA / SOLACE guidance "delivering good governance in Local Government Framework 2016 Edition".

3.3   The Annual Governance Statement builds on the annual review of the Code of Corporate Governance. In England, the preparation and

publication of an Annual Governance Statement is necessary to meet the statutory requirement set out in the Accounts and Audit (England) Regulations 2015. The Regulation requires authorities to prepare an Annual Governance Statement in accordance with "proper practices" in relation to internal control. The CIPFA / SOLACE framework, 'Delivering Good Governance in Local Government: Framework (2016)', defines such "proper practices".

3.4   The Annual Governance Statement should be an open and honest self-assessment of the organisation's performance across all of its activities, with a clear statement of the actions being taken or required to address areas of concern. The 2016 CIPFA/SOLACE Framework sets out the following core principles of good Governance:-

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

B) Ensuring openness and comprehensive stakeholder engagement;

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

D) Determining the interventions necessary to optimize the achievement of the intended outcomes;

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

F) Managing risks and performance through robust internal control and strong public financial management;

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

3.5   Local authorities are required to prepare an annual governance statement in order to report publicly on the extent to which they

comply with their own code of governance, which in turn is consistent with the good governance principles in the Framework.

3.6 Within the delivering good governance in Local Government Framework 2016 Edition is a list of the key elements of the structures and processes that comprise an authority's governance arrangements. The Corporate Management Team and other senior officers have reviewed the position in Chesterfield Borough Council against the key elements and this review is shown at Appendix B.

Review of compliance with the Code of Corporate Governance requirements

3.7 The Review in Appendix A shows that compliance with the Code requirements has been largely achieved during the year 2019/20. Where there is only part compliance or no compliance these areas have been addressed within the Annual Governance Statement Action Plan.

The Annual Governance Statement

3.8 The review of compliance with the Code of Corporate Governance helps to identify evidence which is then used in the Annual Governance Statement.

3.9 The guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) has also been used when producing the Annual Governance Statement. The Annual Governance Statement (Appendix C) and action plan (Appendix D) have been derived from a detailed review of the assurances by senior officers and from the work undertaken and risks identified by internal audit.

3.10 The Corporate Management Team and other senior officers have all been involved in the review.

3.11 The review indicates that many of the processes and procedures in place at Chesterfield Borough Council are compliant with good practice however there are a number of governance issues that are detailed within the annual governance statement that require addressing.

3.12 Where it has been found that there is a gap or an area where the system of internal control could be further improved, the relevant item has been incorporated into an Action Plan shown as Appendix D. The items in the Action Plan have been ranked, with the more significant issues being included in the Annual Governance Statement (Appendix C) that will be published with the Council's Statement of Accounts.

3.13 The Annual Governance Statement (Appendix C) follows the layout of a pro forma statement recommended by the CIPFA guidance. The Statement should be signed by the Leader of the Council and the Chief Executive.

4.0   Human resources / people management implications

4.1   None

5.0   Financial implications

5.1   There are no cost implications.

6.0   Legal and data protection implications

6.1   The preparation and publication of an Annual Governance Statement is necessary to meet the statutory requirement set out in the Accounts and Audit (England) Regulations 2015.

7.0   Consultation

7.1   The Corporate Management Team and other senior officers have been involved in the review.

8.0   Risk Management

8.1   The failure to operate a sound system of Corporate Governance would represent a significant risk to the Council. The review of the Code of Corporate Governance and the preparation of the Annual Governance Statement have resulted in the production of an action plan to address the risks identified. Progress against the action plan will be monitored by the Corporate Management Team and the Standards and Audit Committee.

9.0   Equalities Impact Assessment (EIA)

9.1   Whilst there are not considered to be any direct equalities impacts in relation to this report, sound corporate governance arrangements will support the achievement of the Council's equalities objectives.

10   Alternative options and reason for rejection

10.1   Not Applicable

11.0   Recommendations

11.1   That the Cabinet consider the following documents and refer any comments to the Standards and Audit Committee:
   a) the Annual Review of the Local Code of Corporate Governance for 2019/20 (Appendix A);
   b) The review of the key elements that comprise the Council's governance arrangements (Appendix B)
   c) the Annual Governance Statement (Appendix C);
   d) the Annual Governance Statement Action Plan (Appendix D).

11.2   That the Standards and Audit Committee:
   a) consider the documents listed in 2.1 above, together with any comments from Cabinet;
   b) subject to any amendments that they consider appropriate, approve the Annual Governance Statement and Action Plan; &
   c) recommend that the Annual Governance Statement be signed by the Leader and Chief Executive.

11.3   That a review of the Code of Corporate Governance be undertaken in 12 months' time.

11.4   That progress on the Action Plan is monitored by the Corporate Management Team.

12.0   Reasons for recommendations

12.1 To enable the Cabinet and the Standards and Audit Committee to monitor compliance with the Code of Corporate Governance.

12.2 In order to comply with the requirements of the Accounts and Audit Regulations 2015.

12.3 To support the maintenance of sound governance arrangements within the Council.

Decision information

Key decision number	Non-key 164
Wards affected	All
Links to Council Plan priorities	All

Document information

Report author	Contact number/email
Jenny Williams	**01246 345468** **Jenny.williams@chesterfield.gov.uk**
Background documents	
These are unpublished works which have been relied on to a material extent when the report was prepared.	
Accounts and Audit (England) Regulations 2015 CIPFA/SOLACE publication – Delivering Good Governance in Local Government Framework 2016 Edition LOCATION: Internal Audit Office	
Appendices to the report	
Appendix A	Annual Review of the Code of Corporate Governance
Appendix B	Review of the key elements that comprise the Council's governance arrangements
Appendix C	Annual Governance Statement
Appendix D	Annual Governance Statement Action Plan

Chesterfield Borough Council
Local Code of Corporate Governance – 2019/20 Review

Principle A	A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
	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 and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
Behaving with integrity Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby	Members, SLT, CMT	• Codes of conduct • Individual sign	Member and Officers Codes of Conduct are within the Constitution. Complaints procedures in place. Councillor	Yes

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
protecting the reputation of the organisation		off with regard to compliance with code • Induction for new members and staff on standard of behaviour expected • Adherence to behaviours outlined in council's competency framework	complaints assessed in accordance with the council procedure All new staff follow an induction process with their line manager and are required to complete various online training modules Councillors have training on standards generally and also specifically (relating to e.g. planning, licensing). Training is supplemented by updates and refresher sessions as well as advice as necessary The Council is strongly	

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
Page 13		• Performance appraisals	working towards all staff having annual performance appraisals, mid- year review and 1:1's	
Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles)	Members, SLT, Monitoring Officer	Communicating shared values with members, staff, the community and partners	There is a Council Plan that includes a vision statement which is approved by Council on an annual basis. The Council Plan is cascaded down through SLT, CMT, service Managers meetings, the core brief, team meetings, the aspire intranet and the Borough Bulletin.	Yes
Leading by example and	Members, SLT,	• Decision making	These are set out in the	Yes

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
using these standard operating principles or values as a framework for decision making and other actions	CMT	practices • Declarations of interests made at meetings • Conduct at meetings • Shared values guide decision making • Develop and maintain an effective standards committee	Constitution Declarations of interest are asked for at the start of every Committee meeting. Included in the Members Code of Conduct. Protocols on Members/Officer relations and Employee Code. There is an Audit and Standards Committee to consider these issues. Changes to the Standards system are being examined following the publication of A Review of the Committee on the Standards in Public Life	

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively	SMT, CMT Monitoring Officer, Internal Audit Consortium Manager, HR, Assistant Director - Policy and Communications	• Anti-fraud and corruption policies are working effectively • Up-to-date register of interests (members and staff)	Anti-Fraud Bribery and Corruption policy reviewed and approved by the Standards and Audit Committee September 18 and advertised to staff on the intranet. Anti – fraud training provided to officers and Members September 16. Fraud and corruption training module on Aspire Learning. Members and staff are expected to declare any interests.	Yes

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
		• Up-to-date register of gifts and hospitality • Whistleblowing policies are in place and protect individuals raising concerns • Whistleblowing policy has been made available to members of the public, employees, partners and contractors • Complaints	There is a current register of gifts and hospitality. The Council has a current Confidential Reporting Code (Whistleblowing Policy) in place The Confidential Reporting Policy is on the intranet and the Council's website The Council keeps a	

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
Page 17		policy and examples of responding to complaints about behaviour • Changes/improvements as a result of complaints received and acted upon • Members and officers code of conduct refers to a requirement to declare interests • Minutes show declarations of interest were sought and appropriate declarations	record of complaints and how they are dealt with Lessons are learnt from complaints The Members and Officers Codes of Conduct refer to a requirement to declare interests Declarations of interest is a standard heading on Committee agendas and minutes and any declarations are recorded	

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
		made		
Demonstrating strong commitment to ethical values Seeking to establish, monitor and maintain the organisation's ethical standards and performance	SLT, CMT Members, Monitoring Officer Assistant Director - Policy and Communications	• Scrutiny of ethical decision making	There are 3 Scrutiny Committees:- 1)Overview and Performance Scrutiny Forum 2)Enterprise and Wellbeing Scrutiny Committee 3)Community, Customer and Organisational Scrutiny Committee	Yes
		• Championing ethical compliance at governing body	An annual Scrutiny report goes to Full Council	

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
		level		
Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation	Members, SLT, CMT, Monitoring Officer	Provision of ethical awareness training	Members receive training on ethical standards which is repeated as necessary. Regulatory Committees have a mandatory training requirement All staff and elected members receive a comprehensive induction which covers behaviour and ethical values Training is also available to both members and officers on specific	Yes

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
			equality and diversity issues. The Council has established core values which are publicised widely to staff and members and re-enforced during the Performance Development Review process.	
Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values	SLT, CMT Assistant Director - Policy and Communications, Monitoring Officer Human Resources	• Appraisal processes take account of values and ethical behaviour • Staff appointments policy • Procurement	An employee's commitment to the Council's values are assessed at performance development reviews. Anti- harassment and bullying policy	Part – The Procurement Strategy requires approval

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
		policy	Anti- Fraud, Bribery and corruption policy Code of Conduct Equality, diversity and social inclusion policy There is a recruitment Policy that ensures a fair appointments process The Procurement Strategy is currently in Development	
Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high	SLT,CMT	• Agreed values in partnership working: Statement of business ethics	There is a partnership guidance/protocol in place. This includes new arrangements for considering partnership arrangements including	Yes

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
ethical standards expected by the organisation		communicates commitment to ethical values to external suppliers • Ethical values feature in contracts with external service providers • Protocols for partnership working	concerns and resource requests at Finance and Performance Board.	
Respecting the rule of law Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations	SLT, CMT Monitoring Officer	• Statutory provisions • Statutory guidance is followed • Constitution	Legal Services Protocols Constitution Standards and Audit Committee Procedures in place and training to ensure e.g. planning decisions properly made. Legal	Yes

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
			duty to promote and maintain standards and vested in Standards and Audit Committee	
Creating the conditions to ensure that the statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements	SLT, CMT, HR, Monitoring Officer	• Job description/specs • Compliance with CIPFA's *Statement on the Role of the Chief Financial Officer in Local Government* (CIPFA, 2015)	All jobs are required to have job descriptions and person specifications that must be reviewed each time a post becomes vacant. Employment contracts specify whether posts are politically restricted and the constraints placed on office holders The Chief Finance Officer is the nominated section 151 Officer and there is also a nominated Deputy.	Yes

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
		• Terms of reference • Committee support	CIPFA'S statement on the role of the Chief Financial Officer is complied with Each Committee has its own terms of reference The Local Government and Regulatory Law Manager (the Council's senior solicitor) is the Monitoring Officer. The Deputy Monitoring Officer is a nominated solicitor in their team The Constitution is underpinned by legal references	

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
			Democratic and Scrutiny functions.	
Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders	Monitoring Officer	Record of legal advice provided by officers	Constitution is underpinned by legal references Committee minutes and reports Constitution reviewed and updated as necessary and is subject to a rolling review, with amendments approved by Standards and Audit committee/Full Council (as appropriate)	Yes
Dealing with breaches of legal and regulatory provisions effectively	Monitoring Officer	• Monitoring officer provisions • Record of legal	The Council has a Monitoring Officer With oversight of	Yes

Sub-principles (in bold) and behaviours and actions that demonstrate good governance in practice	Responsibility	Examples of systems, processes, documentation and other evidence demonstrating compliance	CBC Situation	Compliance Achieved
		advice provided by officers • Statutory provisions	governance at the Council and a Deputy Monitoring Officer (in whom vests the legal function in the absence of the Monitoring Officer)	
Ensuring corruption and misuse of power are dealt with effectively	SLT, CMT Monitoring Officer, Internal Audit Consortium Manager,	• Effective anti-fraud and corruption policies and procedures • Local test of assurance (where appropriate)	The Anti-Fraud Bribery and Corruption Policy was approved by the Standards and Audit Committee September 2018	Yes

Principle B	Ensuring openness and comprehensive stakeholder engagement 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				
Openness Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness	Members, SLT, CMT	• Annual report	There is not a specific annual report published but there are other means of communication:- • Annual financial statements • Council Plan • The council Newsletter "Your Chesterfield" which includes Our Homes for Tenants and Leaseholders • The council website • Videos • Social media channels. • An annual report to tenants is prepared and sent to the Housing Regulator		Yes

			(HCA), published on the website and summarised in the Our Homes publication which goes to all households in the Borough as part of the Your Chesterfield publication. • Core brief to staff	
		• Freedom of Information Act publication scheme	The Council has adopted a current FOI Publication Scheme	
		• Online council tax information	Council Tax information is on the website	
		• Authority's goals and values	Included in the Council Plan	
		• Authority website	Current website full of information	
Making decisions that are open about actions, plans,	Members, SLT, CMT	Record of decision making and supporting	All reports are "open" agenda items unless	Yes

resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided		materials	there is a valid reason to exclude the public. All decisions by Committees are minuted	
Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear	Assistant Director - Policy and Communications Democratic and Scrutiny Officer	• Decision making protocols • Report pro-formas • Record of professional advice in reaching decisions	Set out in the Constitution There is a template for Committee reports with Standard headings and an online system in place for reviewing and signoff of reports via ModGov Officers reports are all retained with the Committee agendas and papers Officer	Yes

		• Meeting reports show details of advice given	Recommendations included in Committee reports	
		• Discussion between members and officers on the information needs of members to support decision making	Members can request whatever information they need	
		• Agreement on the information that will be provided and timescales		
		• Calendar of dates for submitting, publishing and distributing timely reports is adhered to	Terms of reference of the Committees and scheduled meetings during the year	
			Meeting timetable is published	

Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action	Assistant Director - Policy and Communications	• Community strategy • Use of consultation feedback • Citizen survey	Communications and engagements strategy which includes an annual action plan. Housing have a Customer Engagement Strategy as required by the HCA and provide a variety of opportunities for tenants to be involved in and shape service delivery including a Tenant Challenge "Scrutiny" Panel.		Yes
Engaging comprehensively with institutional stakeholders Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably	Assistant Director – Policy and Communications	Communication Strategy	There is an approved internal and external communication and engagement strategy in place. Senior Leadership Team has defined relationship leads.		Yes

Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively	SLT, CMT	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	Stakeholder groups identified for different consultation types e.g. community and voluntary sector, sport and leisure organisations, planning consultations, equality and diversity forum etc. Bespoke communication consultation and research plans.		Yes
Ensuring that partnerships are based on: trust a shared commitment to change a culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit	SLT, CMT Assistant Director - Policy and Communications	• Partnership framework • Partnership protocols	Housing's Tenant Challenge Panel (Scrutiny equivalent) has a clear set of Terms of Reference and Code of Conduct for Members. A partnership guidance/protocol has been developed. This includes new arrangements for considering partnership arrangements including concerns and resource		Yes

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			requests at Finance and Performance Board.		
Engaging stakeholders effectively, including individual citizens and service users Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes.	Assistant Director - Policy and Communications	• Record of public consultations • Partnership framework	Communications and Engagement Strategy including an annual action plan. Consideration in decision reports Equality impact assessments		Yes
Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement	Assistant Director – Policy and Communications	Communications strategy	There is an approved communications and engagement strategy in place. Community Engagement Group Derbyshire wide engagement group to share best practice and		Yes

			develop joint approaches where applicable	
Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs	Assistant Director - Policy and Communications Communications and Marketing Manager	• Communications strategy • Joint strategic needs assessment	There is an approved Communication and Engagement Strategy in place including an annual action plan Annual Community Engagement Programme Housing operates a variety of ways for tenants to be involved and give their views e.g. focus groups/ formal meetings/ informal drop in's/ use of a consultation bus in the community. Stakeholder mapping. Bespoke communication consultation and research plans developed.	Yes
Implementing effective	Assistant	Communications	There is an approved	Yes

| feedback mechanisms in order to demonstrate how their views have been taken into account | Director - Policy and Communications Communications and Marketing Manager | strategy | Communication and Engagement Strategy in place.

Community Engagement Group
A consultation page is being developed on the website which brings together all consultation activities including "you said, we did" reports on what actions were taken following consultation.

Part of decision making process – report template

Equality Impact Assessments

Results of consultation exercises are published e.g. employee survey. | |
|---|---|---|---|---|
| Balancing feedback from more active stakeholder groups with other stakeholder | Assistant Director - Policy and | Processes for dealing with competing demands within the | Forms part of the decision making report template | Yes |

groups to ensure inclusivity	Communications	community, for example a consultation	Equality Impact Assessments	
Taking account of the interests of future generations of tax payers and service users	SLT, CMT	• Reports • Joint strategic needs assessment	Annual State of the Borough Report and briefing notes on emerging issues. Horizon scanning activity with Corporate Cabinet/SLT/CMT at development days Review of the Council Plan	Yes

Principle C	Defining outcomes in terms of sustainable economic, social, and environmental benefits				
	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 authority'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.				
Defining outcomes Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions	Members, SLT,CMT	Vision used as a basis for corporate and service planning	There is a Council Plan that defines the Council's vision and priorities. This sets the framework for all service plans. Progress against the Council Plan is reviewed on an annual basis.		Yes
Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over	SLT, CMT Assistant Director - Policy and communications	• Community engagement and involvement	The Council Plan covers 4 years and covers what the Council aims to achieve and what that will mean for people		Yes

the course of a year or longer				
		• Corporate and service plans • Community strategy	Service Plans are renewed every year and are developed from the Council Plan Communications and Engagement Strategy State of the Borough Report	
Delivering defined outcomes on a sustainable basis within the resources that will be available	SLT, CMT	Regular reports on progress	The Council Plan is aligned to the medium term financial plan and refreshed each year on the basis of the affordability of each of the priorities	Yes
Identifying and managing risks to the achievement of outcomes	SLT, CMT, Risk Management Group, Standards and Audit Committee	• Performance trends are established and reported upon • Risk management protocols	The performance framework includes quarterly challenge at Finance and Performance Board and Overview and Performance Scrutiny. Annual performance report to Cabinet.	Yes

			The risk management group meets on a quarterly basis and reviews the strategic risk register and the service risk registers on a rotational basis There is a risk management strategy in place	
Managing service users expectations effectively with regard to determining priorities and making the best use of the resources available	SLT, CMT	• An agreed set of quality standard measures for each service element and included in service plans • Processes for dealing with competing demands within the community	Communications and Engagement strategy Service plans include performance targets Budgeting/service reviews/forward planning	Yes

Sustainable economic, social and environmental benefits Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision	Members, SLT, CMT	Capital investment is structured to achieve appropriate life spans and adaptability for future use or that resources (e.g. land) are spent on optimising social, economic and environmental wellbeing: • Capital programme • Capital investment strategy	The Council's property portfolio is constantly under review. The aim is to sell a number of assets to release funds for capital projects. The capital programme is approved by Members each year. Officers have to submit capital bids There is a treasury management strategy that is reviewed and approved on an annual basis	Yes
Taking a longer-term view with regard to decision making, taking account of risk	Members, SLT, CMT	• Discussion between members and	Meetings with Cabinet Member for Governance on constitution review	Yes

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		officers on the information needs of members to support decision making • Record of decision making and supporting materials	and effective decision making. Scrutiny interest in these matters. HRA Business Plan Steering Group to lead on the development of the HRA Business Plan. Comprises of tenants, officers and elected members (scrutiny is part of this group) All committee meetings are minuted and the associated reports retained	
Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs	Assistant Director - Policy and Communications	• Record of decision making and supporting materials • Protocols for consultation	Communications and Engagement Strategy Annual action plans State of the Borough Report. Modgov system to access decision making papers and records.	Yes

Ensuring fair access to services	Assistant Director - Policy and Communications	Protocols ensure fair access and statutory guidance is followed	Communications and Engagement Strategy Consultation is part of The Council's Equality Impact Assessments. Equality, Diversity and Social Inclusion Policy, Strategy and action plan.		Yes

Principle D	**Determining the interventions necessary to optimise the achievement of the intended outcomes** Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions. 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 continually to ensure that achievement of outcomes is optimised.			
Determining interventions Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided	SLT, CMT	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	Member/officer decision making protocols in place All Committee reports contain various options and an officer recommendation All committee reports contain a risk analysis	Yes

Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts	SLT, CMT	Financial strategy	There is a medium term financial strategy in place and a savings plan both of which are regularly reviewed. HRA Business Plan Steering Group has been fully involved in recommending financial savings to Cabinet in respect of HRA Business Plan.		Yes
Planning interventions Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets	SLT, CMT	Calendar of dates for developing and submitting plans and reports that are adhered to	Schedule of meetings in place Annual budgets and revised budgets Council Plan reviewed annually Forward Plan		Yes
Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered	Assistant Director - Policy and Communications	Communication strategy	The Council has adopted a Communications and Engagement Strategy and develops annual action plans. Core brief. Feedback given on		Yes

			consultation via the CBC website, social media, public meetings, and Your Chesterfield/ Our Homes where appropriate	
Considering and monitoring risks facing each partner when working collaboratively including shared risks	SLT, CMT Assistant Director - Policy and Communications	• Partnership framework • Risk management protocol	There is a risk management strategy in place that is refreshed every year. There is a risk management group	Yes
Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances	SLT, CMT	Planning protocols	Corporate Management Team managers are empowered to run their service flexibly to deliver the Council Plan priorities. Competency based Job Descriptions/Person Specifications for SLT/CMT increases flexibility and agility. This is being rolled out across the Council.	Yes

			One Council: One Team is a core CBC value which is considered during all Performance Development Reviews.	
Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured	SLT, CMT	KPIs have been established and approved for each service element and included in the service plan and are reported upon regularly	Service plans all contain performance indicators. The performance framework includes quarterly challenge at Finance and Performance Board and Overview and Performance Scrutiny. Annual update on progress against the Council Plan.	Yes
Ensuring capacity exists to generate the information required to review service quality regularly	SLT, CMT	Reports include detailed performance results and highlight areas where corrective action is necessary	The Policy and Communications Service has now been restructured with resources being identified to embed the framework.	Yes

			The performance framework includes quarterly challenge at Finance and Performance Board and Overview and Performance Scrutiny. Annual Performance report to Cabinet.	
Preparing budgets in accordance with organisational objectives, strategies and the medium term financial plan	Chief Finance Officer / Chief Accountant	Evidence that budgets, plans and objectives are aligned	Accountancy has regular budget meetings with service managers. Budgets prepared in liaison with service managers taking in to account service plans and savings targets	Yes
Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy	Chief Finance Officer / Chief Accountant	• Budget guidance and protocols • Medium term financial plan • Corporate plans	Budget guidance protocols issued to all managers There is a medium term financial plan that is reported to Members There is a Finance and Performance Board that meets every fortnight	Yes

Optimising achievement of intended outcomes Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints	Chief Finance Officer / Chief Accountant	• Feedback surveys and exit/ decommissioning strategies • Changes as a result	Service managers are involved in the budget and revised budget process and receive monthly budget information. The medium term financial plan incorporates budget savings targets etc.		Yes
Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term	Chief Finance Officer	Budgeting guidance and protocols	Budget guidance and protocols are issued to all service managers. Well established budget preparation and review procedures Budget challenge sessions		Yes
Ensuring 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	Chief Finance Officer	Financial strategy	The financial strategy is regularly reviewed and updated as new external information emerges		Yes

outcomes to be achieved while optimising resource usage				
Ensuring the achievement of 'social value' through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is "the additional benefit to the community...over and above the direct purchasing of goods, services and outcomes"	SLT,CMT	• Service plans demonstrate consideration of 'social value' • Achievement of 'social value' is monitored and reported upon	The priorities in the Council plan are 1) To make Chesterfield a thriving Borough 2) To improve the quality of life for local people 3) To provide value for money services Service plans are built up to reflect these priorities	Yes

Principle E	Developing the entity's capacity, including the capability of its leadership and the individuals within it
	Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mind-set, to operate efficiently and effectively and achieve their 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 authority operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of the leadership of individual staff members. Leadership in local government entities is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.

| **Developing the entity's capacity**
Reviewing operations, performance use of assets on a regular basis to ensure their continuing effectiveness | SLT, CMT Executive Director/Kier | Regular reviews of activities, outputs and planned outcomes | The use of the Council's buildings is regularly reviewed to ensure that they are fully utilised or potentially sold.
The Town Hall is being modernised to facilitate bringing in other businesses to share the accommodation.
Council staff from Venture house have been relocated so that more rental income can be achieved at Venture | Part compliance – Condition surveys have been used to identify the works required for some non- housing properties and 10 year plans developed however there are still further properties to assess and the budget implications. |

			House.	
			Housing has an agreed process for disposing of underperforming assets. Disposal of shops, miscellaneous properties and plot garage sites. The condition of the Council's non housing properties are in the process of being assessed in order to be able to identify appropriate capital and revenue budgets to maintain assets to an appropriate standard.	
Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that outcomes are achieved	SLT, CMT	Utilisation of research and benchmarking exercise	Within each service area use is made of available benchmarking e.g. through APSE, in order to compare service provision, value for money etc. Fees and charges are set with	Yes

effectively and efficiently			regard to those in place in other areas and reviewed each year by Cabinet. Sector led improvement activity including LGA peer challenge, East Midlands Performance Network and APSE.	
Recognising the benefits of partnerships and collaborative working where added value can be achieved	Members, SLT, CMT	Effective operation of partnerships which deliver agreed outcomes	The Council has many partnerships including Arvato, Kier, Internal Audit Consortium, Building Control, Joint Crematorium, Sheffield City Region and D2N2 LEP; these are monitored to ensure that the desired outcomes are obtained	Yes
Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources	SLT, CMT, HR	• Workforce plan • Organisational development plan	The Council has a People Plan 2019 - 23 that all managers have been made aware of.	Yes

Developing the capability of the entity's leadership and other individuals Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained	SLT, Democratic Services, Monitoring Officer	• Job descriptions • Chief executive and leader pairings have considered how best to establish and maintain effective communication	Every post has a job description and person specification. The CE has regular meetings with the leader	Yes
Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body	Monitoring Officer	• Scheme of delegation reviewed at least annually in the light of legal and organisational changes • Standing orders and financial regulations which are reviewed on a regular basis	The Constitution is reviewed on an on-going basis Standing orders and financial regulations are reviewed periodically	Yes

Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads the authority in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority	Members, CE	Clear statement of respective roles and responsibilities and how they will be put into practice	The Constitution defines the roles of Committees and Members. Part 2 of the Constitution defines management roles at paragraph 12.1 including the role of the Chief Executive.		Yes
Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by: -ensuring members and staff	SLT, CMT, HR	• Induction programme • Personal development plans for members and officers For example, for	Training programme for managers – management modules on Aspire Learning Annual performance development reviews that identify training requirements Induction programme IIP accreditation Cabinet members and		Yes

| 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

ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis

ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external | | members this may include the ability to:

• scrutinise and challenge
• recognise when outside expert advice is required
• promote trust
• work in partnership
• lead the organisation
• act as a community leader
• Efficient systems and technology used for effective support

Arrangements for succession planning | senior management hold regular away days to foster a collaborative working relationship.

All members undergo induction training, and this is supplemented by specific training on e.g. planning, licensing, standards. Officers undergo relevant CPD to ensure their professional skills and knowledge maintained and updated.

People Plan 2019 - 23 | |

Ensuring that there are structures in place to encourage public participation	Assistant Director - Policy and Communications	- Residents' panels - Stakeholder forum terms of reference - Strategic partnership frameworks	Communications and Engagement Strategy Annual Community Engagement Programme Stakeholder mapping Bespoke communication consultation and research plans	Yes
Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections	SLT, CMT Democratic Services / Monitoring Officer	- Reviewing individual member performance on a regular basis taking account of their attendance and considering any training or development needs - Peer reviews	Member development Group includes learning and development programme Investors in people Employee survey Core brief Peer review planned March 20	Yes

Holding staff to account through regular performance reviews which take account of training or development needs	SLT, CMT	• Training and development plan • Staff development plans linked to appraisals • Implementing appropriate human resource policies and ensuring that they are working effectively	Annual PDRs and regular 1:1's. The PDR contains Objectives and Learning Plan that is completed. Learning and Development undertaken in the previous year is also reviewed. There are appropriate human resources policies in place.	Yes
Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing	SLT, CMT HR/Health and Safety	Human resource / Health and Safety policies	Managing workplace Stress policy Capability Policy Managing attendance Policy Mental Health awareness training day for managers. Training on various topics available on Aspire Learning. Referral to Occupational	Yes

			Health. Corporate Health & Safety Committee	

Principle F	**Managing risks and performance through robust internal control and strong public financial management**			
Page 59	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 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 is 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 delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.			
Managing risk Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making	Members, SLT, CMT	Risk management protocol	There is a risk management strategy in place that is reviewed every year. All committee reports include a risk section	Yes
Implementing robust and integrated risk management arrangements and ensuring that they are working	Executive Director	Risk management strategy/ policy formally approved and adopted and reviewed	There is a risk management strategy in place that is reviewed every year.	Yes

		and updated on a regular basis	There is a Corporate risk register and service risk registers There is a risk management Group that meets on a quarterly basis.	
Ensuring that responsibilities for managing individual risks are clearly allocated	Risk Management Group, SLT, CMT	Risk management protocol	The risk management strategy outlines everybody's responsibilities Individual risk owners are identified on operational risk registers.	Yes
Managing performance Monitoring service delivery effectively including planning, specification, execution and independent post implementation review	SLT, CMT	• Performance map showing all key activities have performance measures • Benchmarking information • Cost performance (using inputs and outputs)	All areas have a service plan and performance measures form part of that. Finance and Performance Board receives regular reports from each service to track delivery against financial targets.	Yes

		• Calendar of dates for submitting, publishing and distributing timely reports that are adhered to	Performance Management Framework with quarterly reporting schedule.	
Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook	Member, SLT, CMT	• 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	All committee reports have a section for risk that officers must complete for Members information. All agendas and minutes are published Agreed between Members and Officers	Yes

Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible (OR, for a committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making	Monitoring Officer, Assistant Director - Policy and Communications Democratic and Scrutiny Officer.	• 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	Scrutiny Roles and Responsibilities are defined in the Constitution. There are 3 scrutiny committees:- • Enterprise and Wellbeing, • Community, Customer and Organisational • Overview and Performance Their role is to produce reports and recommendations which advise Cabinet, the Council or relevant Committees on Policies, budget and service delivery.	Yes
Providing members and senior management with regular reports on service delivery plans and on progress towards outcome	CMT	Calendar of dates for submitting, publishing and distributing timely reports that are adhered to	A full Committee calendar is published at the start of each financial year	Yes

achievement				
Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (eg. financial statements)	Chief Finance Officer / Chief Accountant	• Financial standards, guidance • Financial regulations and standing orders	Financial Standards and guidance are adhered to. The accounts are audited by Mazars. Financial Regulations and Standing orders are within the Constitution	Yes
Robust internal control Aligning the risk management strategy and policies on internal control with achieving the objectives	Internal Audit Consortium Manager	• Risk management strategy • Audit plan • Audit reports	The audit plan takes in to account high risk areas and areas that are included in the corporate and service risk registers	Yes
Evaluating and monitoring the authority's risk management and internal control on a regular basis	Standards and Audit Committee, Internal Audit Consortium Manager	Risk management strategy/ policy has been formally approved and adopted and is reviewed and updated on a regular	The risk management Strategy is formally reviewed and approved every year by Standards and Audit Committee and Cabinet	Yes

			basis	Internal Audit review the Council's risk management arrangements	
Ensuring effective counter fraud and anti-corruption arrangements are in place	SLT, CMT, Internal Audit Consortium Manager	Compliance with the Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA, 2014)	There is an anti-fraud Bribery and Corruption policy in place (revised September 2018). All managers received fraud awareness training in September 2016		Yes
Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor	Chief Finance Officer, Standards and Audit Committee	• Annual governance statement • Effective internal audit service is resourced and maintained	The Internal Audit Consortium Manager is heavily involved in producing the AGS. The IAC is resourced and maintained at a satisfactory level. An external review of internal audit took place in October 2016 and concluded that the IA Consortium was compliant with the		Yes

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			PSIAS.	
Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body: provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment that its recommendations are listened to and acted upon	Standards and Audit Committee	Audit committee complies with best practice. See Audit Committees: Practical Guidance for Local Authorities and Police (CIPFA, 2018) • Terms of reference • Membership • Training	The audit committee terms of reference are defined in the constitution. The Committee consists of 7 members – 5 Councillors other than the Executive leader. No more than one of those 5 councillors may be a member of the Cabinet. Two parish reps one from Staveley Town Council and one member of Brimington PC Standards and Audit Committee members received relevant training after appointment in May 19 and new appointees receive relevant training. The Standards and Audit	Yes

| Managing data Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data | Assistant Director Customers, Commissioning and Change , Data Protection Officer | • Data management framework and procedures

 • Designated data protection officer

 • Data protection policies and procedures | Committee undertook a self -assessment on the CIPFA audit committees Practical Guidance for Local Authorities and Police 2018 edition and concluded that the Committee complies with best practice.

 There is a data disposal and retention schedule covering all areas of the Council.

 There is a data asset register

 There is a designated Data Protection Officer

 The Council's IT and Data Protection Policies have recently been refreshed

 The GDPR action plan has been completed. The Council has an | Yes |

			information assurance risk register in place which details the mitigating actions and steps we are taking to address issues identified	
Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies	Assistant Director Customers, Commissioning and Change, Data Protection Officer	- Data sharing agreement - Data sharing register - Data processing agreements	Data sharing agreements have been reviewed and updated where appropriate for GDPR. Processes are in place preventing new contracts being taken out without the appropriate data sharing agreement in place or approval to progress has been provided by the Council's SIRO.	Yes
Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring	Assistant Director - Policy and Communications , Executive Director	- Data quality procedures and reports - Data validation procedures	Methodology checks for data e.g. consultation activity, State of the Borough report Performance Management Framework	Yes

			Service plans are in place.	
Strong public financial management Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance	Chief Finance Officer	Financial management supports the delivery of services and transformational change as well as securing good stewardship	Medium term financial plan Finance and Performance Board Quarterly monitoring reports to Cabinet / Council	Yes
Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls	Chief Finance Officer	Budget monitoring reports	Managers receive monthly budget monitoring reports Regular reporting to Members Finance and Performance Board Savings Strategy	Yes

Principle G	Implementing good practices in transparency, reporting, and audit to deliver effective accountability			
	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.			
Implementing good practice in transparency Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand	SLT, CMT	• Website • Annual report	There is an approved Communications and Engagement strategy The website has been developed The council newspaper "Your Chesterfield" which incorporates Our Homes for council tenants is sent out 4 times a year There is no specific annual report but achievements against priorities are communicated to the public through the media, council website, Statement of Accounts and various social media	Yes

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			channels. Social media is used to report on council meetings in live time. The style of committee reports is specified to ensure ease of reading and consistency	
Implementing good practices in reporting Reporting at least annually on performance, value for money and the stewardship of its resources	SLT	• Formal annual report which includes key points raised by external scrutineers and service users' feedback on service delivery • Annual financial statements	The annual update on the council plan includes a section on performance in the previous year The annual financial statements for 2018/19 were signed off by the required date	Yes
Ensuring members and senior management own the results	Members, SLT	Appropriate approvals	The Corporate Management Team are all involved in monitoring progress against the council plan which is	Yes

				reported to members	
Ensuring robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (annual governance statement)	SLT, CMT, Internal Audit Consortium Manager	Annual governance statement	The annual governance statement is produced via a robust process that involves all of the Corporate Management Team. Attainment against the framework is assessed. Each year an action plan is produced and monitored to address identified weaknesses	Yes
Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate	SLT, CMT	Annual governance statement	The framework applies to jointly managed and shared service organisations	Yes
Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar	Chief Finance Officer	Format follows best practice	The financial statements are reviewed and signed off by external audit (Mazars) which confirms that they comply with best practice.	Yes

organisations				
Assurance and effective accountability Ensuring that recommendations for corrective action made by external audit are acted upon Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon	Chief Finance Officer	• Recommendations have informed positive improvement • Compliance with CIPFA's Statement on the Role of the Head of Internal Audit (2010) • Compliance with Public Sector Internal Audit Standards	An action plan is put in place to implement external audits recommendations. The implementation of internal audit recommendations is monitored by CMT and the Standards and Audit Committee. The Internal Audit Consortium Manager is CIPFA qualified and complies with the statement on the role of the Head of Internal Audit. An external review in October 2016 confirmed that internal audit is compliant with PSIAS. An annual internal self-assessment of internal audit also confirms compliance.	Yes

Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations	SLT, CMT	Recommendations have informed positive improvement	Achieved Investors in people silver status in 2018 – going for gold in 2021 External review of Internal audit undertaken October 2016 – action plan in place Effective risk management procedures in place Safeguarding – CBC is fully engaged with the Derbyshire Safeguarding boards including the district sub group which challenge and share best practice amongst district authorities. A peer challenge review is to take place in March 20	Yes
Gaining assurance on risks	SLT, CMT,	Annual governance	Internal audit review the	Yes

associated with delivering services through third parties and that this is evidenced in the annual governance statement	Internal Audit Consortium Manager	statement	areas that are delivered by Arvato, Kier and Building Control partnership and any significant internal control weaknesses are fed through to the AGS	
Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met	SLT, CMT Assistant Director - Policy and Communications	Community strategy	Communications and Engagement Strategy Decision making arrangements – committee management and Modgov.	Yes

SLT = Senior Leadership Team
CMT = Corporate Management Team

CHESTERFIELD BOROUGH COUNCIL

KEY ELEMENTS OF THE SYSTEMS AND PROCESSES THAT COMPRISE THE COUNCIL'S GOVERNANCE ARRANGEMENTS 2019/20

Key Element	CBC Arrangement
Developing codes of conduct which define standards of behaviour for members and staff, and policies dealing with whistleblowing and conflicts of interest and that these codes and policies are communicated effectively	Codes of conduct for members and staff are included within the Constitution which is available to all staff on the intranet. Codes of conduct cover conflicts of interest. The Employee Code of Conduct was revised in March 2018 The Council has a Confidential Reporting (Whistle blowing) Policy which is held in the policies section on the intranet Councillors have training on standards generally and also specifically (relating to e.g. planning, licensing). Training is supplemented by updates and refresher sessions as well as advice as necessary. All staff and elected members receive a comprehensive induction which covers behaviour and ethical values.
Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful	The Council has a properly resourced internal audit function and have an appointed monitoring officer and Section 151 officer.
Documenting a commitment to openness and acting in the public interest	Annual financial statements Council Plan The Council has adopted a current FOI Publication Scheme Compliance with the Transparency Agenda There are approved internal and external communication strategies in place There is a Community Engagement Strategy All decisions by Committees are minuted There is an HRA Business Plan Steering Group to lead on the development of the HRA Business Plan that comprises of tenants, officers and elected members.
Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging	The Council Newspaper "Your Chesterfield" The Council website Social Media Channels

1

open consultation	Council Tax information is on the website Current website full of information All reports are "open" agenda items unless there is a valid reason. Community Engagement Strategy. Feedback given on consultation through the website. An annual report to tenants is prepared and sent to the Housing Regulator (HCA), published on the website and a summary sent to all tenants at the end of September each year. Housing have a Customer Engagement Strategy as required by the HCA and provide a variety of opportunities for tenants to be involved in and shape service delivery e.g. focus groups/formal meetings/informal drop ins/ use of a consultation bus in the community.
Developing and communicating a vision which specifies intended outcomes for citizens and service users and is used as a basis for planning	The council has a Council Plan 2019 – 23 which specifies the Council's vision, priorities and values. This document details the aims of the council and sets the framework for all service plans. The Council Plan is aligned to the medium term financial plan and refreshed each year on the basis of the affordability of each of the priorities. One Council : One Team is a core CBC value which is considered during all employee Performance Development reviews.
Translating the vision into courses of action for the authority, its partnerships and collaborations	The "vision" / Council Plan is fed in to service plans which include service objectives and performance indicators which all tie back to the Council's Plan
Reviewing the effectiveness of the decision making in partnerships, information provided to decision makers and robustness of data quality	A new partnership protocol has been adopted. This includes new arrangements for considering partnership arrangements including concerns and resource requests at Finance and Performance Board.
Measuring the performance of services and related projects and ensuring that they are delivered in accordance with defined outcomes and that they represent the best use of resources and value for money	Annual service plans are produced and link to the council's objectives. Plans include improvements to performance indicators and projects which has supported increased information and challenge via Finance and Performance Board and Scrutiny. Further improvements planned to coincide with new Council Plan and Performance Management Framework 2019 – 2023.

2

Defining and documenting the roles and responsibilities of members and management with clear protocols for effective communication in respect of the authority and partnership arrangements	The roles of members and management are documented within the Constitution. All managers have job descriptions.
Ensuring that financial management arrangements conform with the governance requirements of the CIPFA statement on the role of the Chief Financial Officer in Local Government (2015) and where they do not, explain why and how they deliver the same impact	The Council has in place an experienced qualified accountant as Chief Financial Officer and complies with the requirements of the CIPFA statement on the Role of the Chief Financial Officer.
Ensuring effective arrangements are in place for the discharge of the monitoring officer function	The Council has an experienced Monitoring Officer and Deputy in place
Ensuring effective arrangements are in place for the discharge of the head of paid service function	The Chief Executive is the Head of Paid service
Providing induction and identifying the development needs of members and senior officers in relation to their strategic roles, supported by appropriate training	All Members undergo induction training and this is supplemented by specific training on e.g. planning, licensing, standards. All officers have an induction and undergo relevant CPD to ensure that their professional skills and knowledge are maintained and updated. Training needs are identified at Performance Development Reviews and feed through in to a learning and development plan.
Reviewing the effectiveness of the framework for identifying and managing risks and for performance and demonstrating clear accountability	There is a risk management Group in place, membership is made up of senior officers from every area of the Council and the Member for Governance. The Group regularly review the strategic and operational Risk registers. Internal audit undertake regular reviews of the risk management process.
Ensuring effective counter fraud and anti-corruption arrangements are developed and maintained in accordance with the Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA 2014)	The Council has an anti-fraud, bribery and corruption policy and a confidential reporting Code. CIPFA's fraud checklist has been completed and the results reported to the Standards and Audit Committee. Aspire Learning has a fraud risk module that can be completed by all staff. The Council has a fraud risk register

3

Ensuring an effective scrutiny function is in place	There are 3 Scrutiny Committees Overview and Performance Scrutiny Forum Enterprise and Wellbeing Scrutiny Committee Community, Customer and Organisational Scrutiny Committee An annual Scrutiny report goes to Full Council
Ensuring that assurance arrangements conform with the governance requirements of the CIPFA statement on the Role of the Head of Internal Audit (2019) and, where they do not, explain why and how they deliver the same impact	The Council is compliant with the CIPFA statement on the Role of Head of Internal Audit. The Internal Audit Consortium Manager is CIPFA qualified and there are sufficient resources to deliver the risk based audit plan.
Undertaking the core functions of an audit committee, as identified in Audit Committees: Practical Guidance for Local Authorities and Police (CIPFA 2018)	The Standards and Audit Committee's terms of reference are included within the Constitution. The Standards and Audit Committee undertook a self- assessment of their role against CIPFA's Practical Guidance for Local Authorities and Police 2018 Edition in July 2018. The Committee were found to be compliant.
Ensuring that the authority provides timely support, information and responses to external auditors and properly considers audit findings and recommendations.	The 2018/19 final accounts were signed off in a timely manner. External audit recommendations are properly considered and acted upon.
Incorporating good governance arrangements in respect of partnerships and other joint working and ensuring that they are reflected across the authority's overall governance structures.	Core partnerships are supported by Service Level Agreements and are monitored accordingly by the Council's Client Officer, Joint Board etc. Housing's Tenant Challenge panel has a clear set of Terms of Reference and Code of Conduct for Members.

CHESTERFIELD BOROUGH COUNCIL

ANNUAL GOVERNANCE STATEMENT 2019/20

Scope of Responsibility

Chesterfield Borough Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, and which includes arrangements for the management of risk.

Chesterfield Borough Council has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA / SOLACE Framework *Delivering Good Governance in Local Government Framework 2016 edition*. This Statement explains how the Council has complied with the code and also meets the requirements of Accounts and Audit (England) Regulations 2015 which requires all relevant bodies to prepare an annual governance statement.

The purpose of the governance framework

The governance framework comprises the systems and processes, culture and values, by which the authority is directed and controlled and its activities through which it accounts to, engages with and leads its communities. 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 services and value for money.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised and to manage them efficiently, effectively and economically.

The governance framework has been in place at the Council for the year ended 31st March 2020 and up to the date of approval of the Statement of Accounts.

The governance framework

The key elements of the systems and processes that comprise the Council's governance framework are as follows: -

The Council's vision is "Putting our communities first". Chesterfield Borough Council identifies and communicates the authority's vision of its purpose and intended outcomes for citizens and service users via its Council Plan and Vision statement. The Council Plan consists of 3 priorities: -

To make Chesterfield a thriving borough
To improve the quality of life for local people
To provide value for money services

The Council's values reflect the way the council wants to achieve its vision, these are: -

Customer focused: delivering great customer service, meeting customer needs
Can do: striving to make a difference by adopting a positive attitude
One council, one team: proud of what we do, working together for the greater good
Honesty and respect: embracing diversity and treating everyone fairly

The Council Plan is cascaded down through, managers, meetings, service plans, team plans, budgets, the medium term financial plan and employee performance development reviews. This flow ensures that resources are utilised for the achievement of the Council Plan and vision.

The Council works with a number of partnerships to deliver its aims. Where the Council has entered into partnership arrangements it seeks to ensure that these promote the Council's vision of its purpose and intended outcomes for citizens and service users and that they are subject to appropriate governance and performance management arrangements.

In July 2019 CBC decided to remain a member of D2N2 Local Enterprise Partnership (LEP) and relinquish membership of Sheffield City Region LEP although remaining a non constituent member of the SCR mayoral combined authority. This decision was taken against the backdrop of the sustained central government message that LEP overlaps had to cease and increasing pressure from both LEP chairs for CBC to exercise its choice in the matter.

We are a key partner in the East Midlands HS2 partnership which comprises of a cross party group of County Borough, District and City Council leaders, two local enterprise partnerships and the East Midlands Chamber of Commerce, Midlands Connect and a range of other stakeholders. The prospect of a HS2 connection at Chesterfield station is already driving major regeneration of the town centre and adjacent commercial areas.

The best use of resources and value for money challenge and assurance are obtained by scrutiny reports and reviews, reviewing service performance, benchmarking and monitoring budgets.

Chesterfield Borough Council has a formal Constitution in place that sets out how it operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. In addition, the Constitution sets out the roles and responsibilities of Members and Senior Managers.

The Cabinet is the part of the authority which is responsible for most day to day decisions. The overview and scrutiny committees support the work of the Council by scrutinising the decisions made. The Standards and Audit Committee are responsible for maintaining and promoting high standards of conduct and for considering the effectiveness of the Council's risk management arrangements and the control environment. The Committee also reviews reports from internal and external audit and other inspection agencies and seeks assurance that action has been taken where necessary.

Formal Codes of Conduct are in place for Members and Officers and are available on the intranet and form part of induction procedures. To further enhance these high standards the Council has in place a comments, complaints and compliments procedure, a Customer Services Charter, an Anti- Fraud, Bribery and Corruption policy and a Confidential Reporting (whistle blowing) Code.

In order to ensure compliance with relevant laws and regulations, internal policies and procedures Chesterfield Borough Council has a comprehensive induction package and provides training for staff and Members on a regular basis. The Constitution is underpinned by legal references. Training needs are identified through Member and employee performance and development reviews and continuous professional development is encouraged. There is an online learning tool that records all training and includes a comprehensive bank of training modules. Policies are readily available on the intranet to view.

CBC has adopted a 'People Plan 2019 – 2023' which aims at developing great leaders, managing change well, developing capacity and skills, supporting employee wellbeing and providing recognition and reward.

Chesterfield Borough Council has a risk management strategy, a risk management group and risk is considered as part of all Cabinet reports. The strategic risk register and service risk registers are regularly reviewed and appropriate training is provided.

With the advent of coronavirus the Council's business continuity plans are currently being tested. At this point it is too early to tell how well these have worked however at the present time critical services are continuing to function.

The ICT improvement programme is in the process of being implemented and has so far achieved its targeted objectives. The first phase of savings have been realised and the resilience of core ICT systems is improving. The Council has achieved continued accreditation for the Public Service Network and Cyber Essentials Plus.

The Council has a number of growth and regeneration projects underway e.g. Chesterfield Waterside, Peak Resort, Northern Gateway, Staveley Corridor. A partnership arrangement has been established with DCC, to be led through a Joint Growth Board in order to provide improved focus on the delivery of key projects within the Borough.

In June 2017 Building Control left the Council to become part of a limited company (The Derbyshire Building Control Partnership). There are a series of legal agreements that support the new company including a shareholder agreement and a service level agreement. A separate Board has been set up to govern the new company. The company is consolidating its position in the market and has significantly outperformed the budget forecast as set out in the original business case.

The Chief Executive is the designated Head of Paid Service, with the statutory responsibility for the overall review of the Council's staffing and operation. The Chief Executive is monitored for performance in the delivery of political priorities which are in turn monitored and measured across all staff. The Council's Monitoring Officer attends Corporate Management team meetings and is suitably qualified.

The Chief Financial Officer is professionally qualified and experienced to undertake their roles and responsibilities and is supported by an experienced and appropriately qualified finance team (interim arrangements currently in place). The Chief Financial Officer is a key member of the Corporate Management team and leads and directs a finance function that is fit for purpose. The Chief Financial Officer ensures compliance with S151 requirements. The Council's financial management arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government.

Internal Audit is provided on a Consortium basis for Bolsover District Council, North East Derbyshire District Council and Chesterfield Borough Council. The Internal Audit function operates in accordance with the Public Sector Internal Audit Standards (PSIAS) and conforms to the requirements of the CIPFA statement on the Role of the Head of Internal Audit 2019. The Internal Audit Consortium Manager is a senior manager, professionally qualified and leads an appropriately resourced and experienced audit team. The external review of internal audit confirmed that the team is compliant with the PSIAS.

Chesterfield Borough Council has a variety of means of communicating with all sections of the community and stakeholders including an internal and external Communication and Engagement Strategy, the Council's website, the publication of "Your Chesterfield" four times a year which includes "Our Homes" for tenants and leaseholders and an annual Community Engagement Programme.

Review of Effectiveness

The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of Corporate Management Team within the authority who have responsibility for the development and maintenance of the governance environment, the Internal Audit Consortium Manager's annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

The processes that have been applied in maintaining and reviewing the effectiveness of the governance framework include:

- Internal audit reviews of systems and procedures in accordance with the agreed internal audit plan
- Annual review of the Council's Code of Corporate Governance
- Assessment against the key elements (as specified by CIPFA) of the governance framework
- Monitoring Officer reviews and monitors the operation of the Council's Constitution
- The Chief Executive, Executive Directors and Corporate Management Team monitoring the risks and the associated controls assigned to them
- The Chief Financial Officer providing the Council and the Management team, with financial reports and financial advice covering the whole range of Council Activities
- Reviews by external agencies such as the Council's external auditor
- A review of the system of assurances/internal controls
- The Council's Standards and Audit Committee receives reports on the work of internal audit, including the annual report by the Internal Audit Consortium manager.
- The annual review of the Local Code of Corporate Governance is reported to both the Standards and Audit Committee and the Council's Cabinet.
- The Cabinet receives and considers reports on the outcome of reviews by the external auditor and other review agencies.

It can be demonstrated that the Council's governance arrangements support the council's plan by the sheer volume of achievements. A few of these are: -

- Chesterfield was the first town to declare itself an "Apprentice Town" and there are now over 3500 apprentices learning and earning in Chesterfield.
- The Saltergate multi story car park opened in July 2019.
- The new 3G pitch opened at Queens Park Sports Centre in September 2019.

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- 16 council houses are on target to be built or procured by the end of 2019/20. This includes 10 new properties at Heaton Court and 2 at Houldsworth drive plus 2 acquisitions.
- Avant Homes have commenced working on new residential properties at Waterside to construct 177 new homes.
- Excellent progress has been made on the improvement programme at Grangewood estate which includes extensive refurbishment of 5 residential blocks containing 150 flats and environmental improvements for the state.
- In terms of IT, procurement of the Council's digital platform is complete and development of the new solution is underway. By year end customers will be able to access a secure customer portal to obtain personised information and request council services online.
- The Coroners office moved into the town hall in January 20 providing an income source to the council.
- A climate change emergency has been declared and the council have set up a working group to explore how the council and the borough can work towards becoming carbon neutral. A fully costed action plan has now been developed.

Internal Audit Opinion 2019/20

The Internal Audit Consortium Manager is responsible for the delivery of an annual audit opinion that can be used by the council to inform its governance system. The annual opinion concludes on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control.

In my opinion reasonable assurance can be provided on the overall adequacy and effectiveness of the council's framework for governance, risk management and control for the year ended 2019/20.

Assurance can never be absolute. In this context "reasonable assurance" means that arrangements are in place to manage key risks and to meet good governance principles, but there are some areas where improvements are required.

Overall, 23 /25 (92%) of the areas audited received Substantial or Reasonable Assurance demonstrating that there are effective systems of governance, risk management and control in place.

A Review of 2018/19 Governance Issues

A mid - year review of progress against the 2018/19 AGS action plan was undertaken by the Corporate Management team and was reported to the Standards and Audit Committee. The action plan identified 6 areas for improvement. Positive progress has been made in every area. Where further action / monitoring is required these areas have

been carried forward to the 2019/20 AGS action plan which will be delivered through the 2020/21 municipal year.

Significant governance issues

Whilst there are many areas of the Governance Framework that are operating satisfactorily, the work of internal audit and discussions with the Corporate Management Team has identified that there are some areas where action can be taken to improve the governance arrangements in place.

The following areas for improvement and focussed risk management have been identified:

No.	Issue Identified	Action to address
1.	Budget – many budget risks continue from previous years: - • Business rate appeals • ICT savings not being delivered • The outcome of the Governments Fair Funding and changes to business rate funding is still not clear • Staffing cost pressures • Escalating energy prices and general cost inflation • Achieving income targets for rents, fees, charges and interest • Delivering required budget savings	Need to continue to closely manage the Medium Term Financial Plan to ensure that the Council remains of sound financial standing, and to support decisions on the alignment of budgets to enable delivery of the Council's corporate plan. This will be achieved through the established mechanisms for financial planning and reporting: • Finance and Performance Board • Corporate Cabinet and CMT workshops • Monthly budget monitoring reports to service managers • Quarterly budget monitoring reports to the Council, Cabinet and Scrutiny Forum • Regular dialogue with the trade unions An action plan to balance deficits from 2021/22 was presented to Cabinet and Council in February 20. Each element of this action plan must be delivered during the next 12 months to ensure a balanced medium term forecast over the full 5 years of the MTFP.
2	Non Housing Property Repairs – Contributions to the property repairs fund by the council's properties such as the town hall do not match the	The Council's Asset Management Group are reviewing the whole of Non – Housing property repairs to ascertain the complete picture for future maintenance plans and

		maintenance plans that have been drawn up. Future property repairs anticipated spend is unlikely to be covered by existing budgets. Large major items (lifts etc.) don't form part of the current contributions as they are funded from capital.	repairs budget requirements. As the costs become clearer decisions will be required to rationalise poor quality assets, increase contribution to the property repairs fund or to borrow for major capital repairs. Options for funding of the works will be required and progressed through the appropriate governance structure. This work is being taken forward as a priority and the target for a report being prepared is by June 2020, which will contain recommendations for consideration by stakeholders. This is however; dependant on Officer availability to complete this work due to the demands on resources as a result of the COVID 19 virus.
3		Workforce Capacity and capability – Ongoing budget challenges and service demands mean that the Council will need continue to manage workforce capacity and capability. There is still a capacity issue at SLT/CMT level although there are interim arrangements in place to cover vacant posts.	The people plan 2019 – 23 will start to be implemented, this aims to develop great leaders, manage change well, develop capacity and skills, support employee wellbeing and promote recognition and reward. The Corporate Management Team structure review will be completed. Vacancy control processes will continue to be followed ensuring that service demands can be met whilst managing budget. This will be managed together with a renewed Voluntary Redundancy Programme, as set out in the savings action plan.
4		Project and programme management / decision making / governance processes. As the Councils ambitions have developed and increasing numbers of projects have been started, governance arrangements to ensure	A Corporate Project Management Framework has been produced and approved through the appropriate governance arrangements. The Framework provides strategic direction, processes, governance and tools to support the corporate development and

	effective project management have not been implemented consistently across the Council.	management of projects across the Council.
		The Corporate Project Management Framework will be implemented and go live from May 2020

We have been advised on the implications of the result of the review of the effectiveness of the governance framework by the Cabinet and the Standards and Audit Committee, and that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework. The areas identified for improvement form part of the 2019/20 Annual Governance Statement action plan.

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed:

H Bowen   Councillor T Gilby
Chief Executive   Leader of Chesterfield Borough
                       Council

Date:

On behalf of Chesterfield Borough

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CHESTERFIELD BOROUGH COUNCIL – ANNUAL GOVERNANCE STATEMENT 2019/20 ACTION PLAN

	Governance Issue	Action Proposed				Annual Governance Statement	
		Description	By Date	Officer	Priority	Yes	No
1	Budget – many budget risks continue from previous years: - • Business rate appeals • ICT savings not being delivered • The outcome of the Governments Fair Funding and changes to business rate funding is still not clear • Staffing cost pressures • Escalating energy prices and general cost inflation • Achieving income targets for rents, fees, charges and interest • Delivering required budget savings	Need to continue to closely manage the Medium Term Financial Plan to ensure that the Council remains of sound financial standing, and to support decisions on the alignment of budgets to enable delivery of the Council's corporate plan. This will be achieved through the established mechanisms for financial planning and reporting: • Finance and Performance Board • Corporate Cabinet and CMT workshops • Monthly budget monitoring reports to service managers • Quarterly budget monitoring reports to the Council, Cabinet and Scrutiny Forum • Regular dialogue with the trade unions An action plan to balance deficits from 2021/22 was presented to Cabinet and	End March 21 / monthly monitoring	Acting Chief Finance Officer	H	√	

1

	Governance Issue	Action Proposed				Annual Governance Statement	
		Description	By Date	Officer	Priority	Yes	No
		Council in February 20. Each element of this action plan must be delivered during the next 12 months to ensure a balanced medium term forecast over the full 5 years of the MTFP.					
2	Non Housing Property Repairs – Contributions to the property repairs fund by the council's properties such as the town hall do not match the maintenance plans that have been drawn up. Future property repairs anticipated spend is unlikely to be covered by existing budgets. Large major items (lifts etc.) don't form part of the current contributions as they are funded from capital.	The Council's Asset Management Group are reviewing the whole of Non – Housing property repairs to ascertain the complete picture for future maintenance plans and repairs budget requirements.

As the costs become clearer decisions will be required to rationalise poor quality assets, increase contribution to the property repairs fund or to borrow for major capital repairs. Options for funding of the works will be required and progressed through the appropriate governance structure.

This work is being taken forward as a priority and the target for a report being | End April 20

June 20 | Executive Director | H | √ | |

	Governance Issue	Action Proposed				Annual Governance Statement	
		Description	By Date	Officer	Priority	Yes	No
		prepared is by June 2020, which will contain recommendations for consideration by stakeholders. This is however; dependant on Officer availability to complete this work due to the demands on resources as a result of the COVID 19 virus.					
3	Workforce Capacity and capability – Ongoing budget challenges and service demands mean that the Council will need continue to manage workforce capacity and capability. There is still a capacity issue at SLT/CMT level although there are interim arrangements in place to cover vacant posts.	The people plan 2019 – 23 will start to be implemented, this aims to develop great leaders, manage change well, develop capacity and skills, support employee wellbeing and promote recognition and reward. The Corporate Management Team structure review will be completed. Vacancy control processes will continue to be followed ensuring that service demands can be met whilst managing budget. This will be managed together with a renewed Voluntary Redundancy	End March 21 Autumn 20 Complete January 2021	Chief Executive, CMT	H	√	

	Governance Issue	Action Proposed				Annual Governance Statement	
		Description	By Date	Officer	Priority	Yes	No
		Programme, as set out in the savings action plan.					
4	ICT – The ICT improvement plan is in the process of implementation. Until completion there is still the risk that the Council's IT systems are not fully fit for purpose or that savings identified will not be achieved.	Progress against the improvement plan and savings achieved will continue to be monitored on a regular basis.	Monitoring on a quarterly basis	Assistant Director – Customers, Commissioning and Change	M		√
	Health and Safety – Good progress has been made on the recovery plan however capacity issues remain that need addressing to ensure that a comprehensive corporate function is provided.	A resource proposal is being developed that will enable an enhanced corporate health and safety service within CBC. Good practice will become more embedded and a mature culture developed.	December 2020	Assistant Director – Health and Wellbeing	M		√
6	Procurement – much work has been undertaken to improve the procedures and processes in place and to develop a	Liaison will continue with service teams to identify any supply that is not compliant and remedial action will be taken.	Ongoing	Assistant Director – Customers,	M		√

	Governance Issue	Action Proposed				Annual Governance Statement	
		Description	By Date	Officer	Priority	Yes	No
Page 93	comprehensive contracts register. However, some historic contracts still exist, mandatory training is in the process of being developed and a strategy has not been adopted. High value contracts are considered compliant and have in most instances involved the CBC legal team and procurement.	Mandatory training requirements will be finalised and rolled out. The contract with the NHS procurement team has been extended to allow for the retendering of the procurement service. A procurement strategy will be adopted.	TBC Complete March 2021	Commissioning and Change			
7	Project and programme management / decision making / governance processes. As the Councils ambitions have developed and increasing numbers of projects have been started, governance arrangements to ensure effective project management have not been implemented consistently across the Council.	A Corporate Project Management Framework has been produced and approved through the appropriate governance arrangements. The Framework provides strategic direction, processes, governance and tools to support the corporate development and management of projects across the Council. The Corporate Project Management	Complete May 20	CMT	H	√	

	Governance Issue	Action Proposed				Annual Governance Statement	
		Description	By Date	Officer	Priority	Yes	No
		Framework will be implemented and go live from May 2020					