

2005/06 Statement of Internal Control Review of Local Code of Corporate Governance

The Local Code of Corporate Governance was adopted by Council on 25 January 2005 and was later reviewed as part of the Statement of Internal Control in June 2005.

The Council is required to publish an annual statement on how it is complying with the Local Code of Corporate Governance and to set out any planned changes in its corporate governance arrangements, in the form of a statement of assurance, the Annual Statement of Internal Control (SIC), within its Annual Accounts.

The annual Statement of Internal Control is approved by the Executive and finally signed off by the appropriate Lead Member of the Executive and the Chief Executive before going forward to the Final Accounts and Audit Committee with the Final Accounts for 2005/06.

LOCAL CODE OF CORPORATE GOVERNANCE

Corporate Governance and the Responsibilities of North Wiltshire District Council

Local authorities have to satisfy a complex range of political, economic, environmental and social objectives, which subject them to a wide variety of external constraints and influences. **Corporate Governance** comprises the systems and processes that local authorities have in place to manage both their internal affairs and their relationships with stakeholders. Stakeholders include the local electorate, local businesses, service users, other public bodies, resource providers, employees, voluntary organisations and the wider community.

The concept and principles of good corporate governance are directly linked to local democratic renewal, as this relies on the credibility of, and public confidence in, elected councillors. Good corporate governance underpins credibility and confidence.

In undertaking all its work, and in exercising its community leadership responsibilities, North Wiltshire District Council must have regard to the three principles of good corporate governance:

- **Openness and Inclusivity:**

Openness is required to ensure that stakeholders can have confidence in the decision-making and management processes of local authorities, and in the approach of the individuals within them. Being open through genuine consultation with stakeholders and providing access to full, accurate and clear information should lead to effective and timely action and lend itself to necessary scrutiny. Openness also requires an **inclusive** approach, which seeks to ensure that all stakeholders and potential stakeholders have the opportunity to engage effectively with the decision-making processes and actions of local authorities. It requires an outward focus and a commitment to partnership working. It calls for innovative approaches to consultation and to service provision.

- **Integrity:**

Integrity comprises both straightforward dealing and completeness. It is based upon honesty, selflessness and objectivity, and high standards of propriety and probity in the stewardship of public funds and management of an authority's affairs. It is dependent on the effectiveness of the control framework and on the personal standards and professionalism of the members and staff within the authority. It should be reflected in the authority's decision-making procedures, in its service delivery and in the quality of its financial and performance reporting.

- **Accountability:**

Accountability is the process whereby local authorities, and the members and staff within them, are responsible for their decisions and actions, including their stewardship of public funds and all aspects of performance, and submit themselves to appropriate external scrutiny. It is achieved by all parties having a clear understanding of those responsibilities, and having clearly defined roles through a robust structure.

Effective leadership is acknowledged as an over-arching principle to Corporate Governance and the other principles can only be achieved if effective leadership is demonstrated by North Wiltshire District Council through:

- Providing vision for its community and leading by example in its decision-making and other processes and actions.
- Members and officers conducting themselves in accordance with high standards of conduct

Local Code of Corporate Governance

This Local Code of Corporate Governance shows how the principles that underpin good governance (**openness and inclusivity; integrity; and accountability**, underpinned by **effective leadership**) are reflected in the Council's business and highlights where compliance with good governance is demonstrated.

This Local Code of Corporate Governance addresses governance from five dimensions:

1. Community Focus
2. Service Delivery Arrangements
3. Structure and Processes
4. Risk Management and Internal Control
5. Standards of Conduct

For each of the five dimensions a Corporate Governance plan is set out in tabular form, indicating:

- What requirements need to be met to ensure good corporate governance is achieved;
- Where existing good practice is demonstrated (in systems, processes and documents);
- A view of the current (2005) compliance level (based on a 'traffic light' system where green is the highest level of compliance);
- Who is responsible for monitoring and reviewing progress with compliance; and
- Any actions that need to be addressed to ensure compliance.

Implementation of the Corporate Governance Plan and links to the Council's Corporate Business Plan

All actions identified within the Local Code of Corporate Governance will be clearly set out within the appropriate Business Area Plan, with any corporate, high level actions being shown within the Corporate Business Plan from 2005/06 onwards.

Progress made in achieving actions within the Corporate Governance Plan will be monitored as part of the business planning process, the monthly performance reports and in the Annual Statement of Internal Control.

1. COMMUNITY FOCUS

Through carrying out our general and specific duties and responsibilities and our ability to exert wider influence through working in partnership with other organisations, North Wiltshire District Council will:

- Work for and with our communities, encouraging community involvement and engagement with the work of the Council;
- Exercise leadership in our local communities where appropriate
- Promote the well-being of the District, where appropriate, through:
 - Taking clear **accountability** to stakeholders and customers for our performance and **effectiveness** in the delivery of services and the sustainable use of resources
 - Demonstrating **integrity** in building effective relationships and partnerships with other public sector organisations and the private and voluntary/community sectors
 - Demonstrating **openness** and **inclusivity** by communicating and engaging all sections of our communities, to encourage active participation
 - Developing and articulating a clear long term **vision** and corporate plan, setting out priorities in response to community needs.

SIC Key Elements abbreviations used in tables, linking to Statement of Internal Control 2005/06:

O = Objectives; P&D = Policy and Decision Making; C = Compliance; R = Effective use of Resources; FM = Financial Management

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
O FM R	a.	Publish on a timely basis an annual report presenting an objective understandable account of the authority’s activities and achievements and its financial position and performance	<ul style="list-style-type: none"> • Annual Statement of Accounts • Statement of Internal Control (linked to 2005/06 Statement of Accounts and to be reviewed and published annually) • Medium Term Financial Plan – reports to Executive July/November/February • Best Value Performance Plan • Council Tax Leaflet (includes summary of Best Value information) • Corporate Business Plan (published through Committee agenda – on website) 	Green	<ul style="list-style-type: none"> • CMB • s.151 Officer • Leader of the Council 	<ul style="list-style-type: none"> • Corporate Business Plan 2006/09 was approved by Council on 25 April 2006. To be published alongside the Best Value Performance Plan in June 2006.. • Continue to publish Annual Statement of Internal Control summarising how requirements in Local Code of Governance have been met. Statement of Internal Control to be approved by Executive on 15 June 2006 and Final Accounts & Audit Committee on 30 June 2006.

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
R O	b.	Publish on a timely basis a performance plan presenting an objective, balanced and understandable account of the authority's current performance in service delivery and its plans to maintain and improve service quality	<ul style="list-style-type: none"> • Best Value Performance Plan • Council Tax Leaflet (includes summary of Best Value information) • Corporate Business Plan 	Green	<ul style="list-style-type: none"> • CMB • Policy and Democratic Services Team Leader 	<ul style="list-style-type: none"> • Best Value Performance Plan to be completed by 30 June each year • Corporate Business Plan 2006/09 was approved by Council on 25 April 2006. To be published alongside the Best Value Performance Plan in June 2006.
C R FM	c.	Put in place proper arrangements for the independent review of financial and operational reporting processes	<ul style="list-style-type: none"> • Audit Commission Annual Audit Letter (and other audit and inspection reports) • Public consultation on budget setting • Overview and Scrutiny function and reports, including Finance and Performance Monitoring Sub Committee • Internal Audit Annual Report and other reports • Performance Management Framework (monthly reports to CMB and quarterly reports to Executive and Overview and Scrutiny) 	Amber	<ul style="list-style-type: none"> • CMB • Finance and Performance Monitoring Sub Committee • Audit Commission 	<ul style="list-style-type: none"> • Continue to embed Performance Management across the Council • Identify in the Corporate Business Plan each year any services or cross-cutting areas of work that are the focus of particular improvement plans. These are highlighted in a section within the Corporate Plan. In addition, key actions for improvement are set out under each corporate priority. • Complete recruitment of in-house audit team and deliver activity to a standard that meets requirements of Accounts and Audit Regulations 2003 for 2006/07.

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
O	d.	Put in place proper arrangements designed to encourage individuals and groups from all sections of the community to engage with, contribute to and participate in the work of the authority and put in place appropriate monitoring processes to ensure that they continue to work in practice.	<ul style="list-style-type: none"> • Local Strategic Partnership • Young People’s Council • Community Planning • Area Committees • People’s Voice Panel and surveys • Tomorrow’s Voice surveys • Budget consultation • Councillors’ local community leadership role • Communication and Consultation Strategy • SLA with Wiltshire Racial Equality Council • Public meetings 	Green	<ul style="list-style-type: none"> • CMB • Lead Members • s.151 Officer 	<ul style="list-style-type: none"> • 5 Community Area Plans launched by 30 June 2005. • Community Strategy approved in November 2005. • Cross-business area Communications Group in place to deliver improved Communication and Consultation. • Local Development Scheme produced by 31 March 2005. • Young People’s Council meeting at least 3 times a year. (Met almost every month during 2005/06.)
P&D	e.	Make an explicit commitment to openness in all the Council’s dealings, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.	<ul style="list-style-type: none"> • Council Constitution and Financial Regulations • Compliance with Data Protection Act • Freedom of Information Act - Publication Scheme • Executive question time at Council meetings • Public forums for questions at all Executive, Council and Committee meetings • Code of Conduct for Councillors • Officer Code of Conduct • Training of Town/Parish Councillors on Code of Conduct 	Green	<ul style="list-style-type: none"> • CMB • Monitoring Officer • s.151 Officer • nominated Data Protection Officer 	<ul style="list-style-type: none"> • Co-ordination and policy guidance for Freedom of Information Act in place from January 2005. • 76 requests made during 2005/06. All requests responded to within timescale. • Constitution review completed and approved by Council 25 October 2005.

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
P&D R	f.	Establish clear channels of communication with all sections of the community and other stakeholders and customers, and put in place proper monitoring arrangements to ensure that they operate effectively.	<ul style="list-style-type: none"> • Website: www.northwilts.gov.uk • Best Value Performance Plan • Council Tax Leaflet • Improving North Wiltshire newsletter • Press releases and media briefings • Comments and Complaints system • E-Government work to improve access to information and services • Publication Scheme (on website) • Local Strategic Partnership • Investors in People Accreditation held until 2006 • In-house news and Parsonage Post (internal newsletters) • Communication and Consultation Strategy 	Green	<ul style="list-style-type: none"> • CMB • Policy and Democratic Services Team Leader • E-Government Working Groups (officer and member) 	<ul style="list-style-type: none"> • Cross-business area Communications Group in place to deliver improved Communication and Consultation. • Reapply for Investors in People accreditation in November 2006. • Comments and complaints procedures reviewed and updated in May 2005. • Website rated as Content+ and reviewed under Worldwide Web AA accessibility standards and by the Royal National Institute for the Blind – One of only 8 authorities to meet the “See it Right” standard. • Further work to be undertaken to improve communication with hard to reach groups as part of equality and diversity work.

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
O	g.	Ensure that a vision for local communities and strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders and customers, and that they are clearly articulated and disseminated	<ul style="list-style-type: none"> • Local Strategic Partnership • Communication and Consultation Strategy • Community Planning • Vision for 2020 • Improving North Wiltshire newsletter • People’s Voice surveys • Corporate Business Plan and Business Area Plans • Best Value Performance Plan 	Green	<ul style="list-style-type: none"> • CMB • Lead Members 	<ul style="list-style-type: none"> • 5 Community Area Plans launched by 30 June 2005. • Community Strategy approved in November 2005. • Corporate Plan 2006/09 fully linked to Vision for 2020 and approved by Council on 25 April 2006.

2. SERVICE DELIVERY ARRANGEMENTS

North Wiltshire District Council will ensure that continuous improvement is sought, agreed policies are implemented and decisions carried out by maintaining arrangements which:

- Discharge our **accountability** for service delivery at a local level
- Ensure **effectiveness** through setting targets and measuring performance
- Demonstrate **integrity** in dealings with service users and developing partnerships to ensure the “right” provisions of services locally
- Demonstrate **openness** and **inclusivity** through consulting with key stakeholders, including service users
- Are flexible so that they can be kept **up-to-date** and be adapted to accommodate change and meet user wishes

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
O P&D	a.	Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies	<ul style="list-style-type: none"> • Best Value Performance Plan • Corporate Business Plan • Business Area Plans • Audit Commission Annual Management Letter • Diversity training 	Amber	<ul style="list-style-type: none"> • CMB • Lead Members • Team Leaders • Overview and Scrutiny 	<ul style="list-style-type: none"> • Level 1 of the Equality Standard and achieved by March 2006. • Equality & Diversity remains a priority within Corporate Plan 2006/09. • Customer charter for Customer Contact Team in place. Need to measure performance.
P&D	b.	Put in place sound systems for providing management information for performance management purposes	<ul style="list-style-type: none"> • Performance Indicator database • Performance Management Framework • Monthly Performance Management reports to CMB and Lead Members • Quarterly monitoring of Corporate Business Plan by Overview and Scrutiny and Executive • Monthly budget monitors – revenue and capital 	Amber	<ul style="list-style-type: none"> • CMB • Team Leaders • Finance and Performance Monitoring Sub-Committee • Policy and Democratic Services Team Leader 	<ul style="list-style-type: none"> • Key PIs agreed with CMB and linked to Corporate Priorities in 2006/09 Corporate Plan • Regular monitoring reports on PIs and budget taken to Finance & Performance Monitoring Sub Committee. • Performance measures need to be developed to monitor impact of service investment into Customer Services and Cleansing and Amenity Services from 2006/07 on.

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
O R	c.	Monitor and report performance against agreed standards and targets and develop comprehensive and understandable performance plans	<ul style="list-style-type: none"> • Best Value Performance Plan • Corporate Business Plan • Business Area Plans • Performance Management Framework • Monthly Performance Reports to CMB • Overview and Scrutiny work • Performance Indicator database 	Green	<ul style="list-style-type: none"> • CMB • Finance and Performance Monitoring Sub-Committee • Policy and Democratic Services Team Leader 	<ul style="list-style-type: none"> • Continue to embed Performance Management across the Council.
R P&D	d.	Put in place flexible and responsive arrangements to allocate resources according to priorities	<ul style="list-style-type: none"> • Priorities set out in Corporate Business Plan • Medium Term Financial Plan • Business Area Plans • Compliance with legislation • Budget consultation • Virement arrangements 	Green	<ul style="list-style-type: none"> • CMB • s.151 Officer • Lead Members • Leader of the Council 	<ul style="list-style-type: none"> • Corporate Plan 2006/09 fully linked to Vision for 2020 and highlighting 10 corporate priorities. Plan approved by Council on 25 April 2006. • Three year Revenue budget linking priorities to Medium Term Financial Plan produced as part of budget process for 2006/07. • Review of financial regulations, which increased delegated virement limits approved by Council 31 January 2006.

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
O	e.	Foster effective relationships and partnerships with other public sector agencies and the private and voluntary sectors, and consider outsourcing where it is efficient and effective to do so, in delivering services to meet the needs of the local community, and put in place processes to ensure that they operate effectively in practice	<ul style="list-style-type: none"> • LSP • Wiltshire Charter for Parish Councils (principles for 3-tier working) • Community Planning • Participation on Wiltshire Strategic Board • Community Safety Strategy • Young People’s Council • Leisure Centre management outsourced to Trust – North Wiltshire Leisure Limited • Housing stock transferred to Westlea Housing Association • Compact with Voluntary sector in place • Area Committees • Best Value service reviews • Policy on devolution of services to Town/Parish Councils • Procurement Strategy 	Amber	<ul style="list-style-type: none"> • CMB • Lead Members • Leader of the Council • LSP partners • Community Safety Partnership 	<ul style="list-style-type: none"> • 5 Community Area Plans launched by 30 June 2005. • Community Strategy approved in November 2005. • Revised Procurement Strategy agreed in November 2005. • Council’s role and contribution to key partnerships reviewed with Audit Commission in 2005/06. • SLAs to be developed with all partners receiving funding of more than £5,000 on rolling programme.

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
C	f.	Respond positively to the findings and recommendations of external auditors and statutory inspectors and put in place arrangements for the effective implementation of agreed actions	<ul style="list-style-type: none"> • Audit Commission Annual Management Letter (and other audit and inspection reports) • CPA report and Improvement Plan (linked into Corporate Business Plan) • All audit reports now go to Finance and Performance Monitoring Sub-Committee and CMB • Corporate Business Plan 	Green	<ul style="list-style-type: none"> • CMB • Finance and Performance Monitoring Sub-Committee 	<ul style="list-style-type: none"> • CPA Improvement Plan actions linked to Corporate Plan. • All finalised audit reports taken to Finance and Performance Monitoring Sub-Committee. • Annual Audit and Inspection Letter presented to Overview & Scrutiny and Executive on 20 April 2006. • Progress against recommendations in AAIL for 2003-04 reported to Finance & Performance Monitoring Sub Committee throughout year. • Progress against recommendations in AAIL for 2005 provided to Overview & Scrutiny and Executive on 20 April 2006.

3. STRUCTURES AND PROCESSES

North Wiltshire District Council recognises the need to establish effective political and managerial structures and processes to govern decision-making and the exercise of authority within the organisation. North Wiltshire District Council will maintain arrangements to:

- Define the roles and responsibilities of members and officers to ensure **accountability**, clarity and ordering of the authority’s business
- Ensure that there is proper scrutiny and review of all aspects of **performance** and **effectiveness**
- Demonstrate **integrity** by ensuring a proper balance of power and authority
- Document clearly such structures and processes to ensure that they are communicated and understood to demonstrate **openness** and **inclusivity**
- Ensure such structures and processes are kept **up-to-date** and adapted to accommodate change

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
P&D	a.	Put in place clearly documented protocols governing relationships between members and officers	<ul style="list-style-type: none"> • Officer Code of Conduct • Member Code of Conduct 	Amber	<ul style="list-style-type: none"> • CMB 	<ul style="list-style-type: none"> • Protocol on Member/Officer Relationships to be taken to Council in June 2006 and included in Constitution • Development Control Protocol to be included in Constitution.
P&D	b.	Ensure that the relative roles and responsibilities of Executive and other members, members generally and senior officers are clearly defined	<ul style="list-style-type: none"> • Council Constitution • Clear records of Council, Executive and Committee decisions 	Amber	<ul style="list-style-type: none"> • Monitoring Officer • Constitution member working group 	<ul style="list-style-type: none"> • Review as necessary. • Roles and responsibilities defined within Constitution being revised for Council June 2006.
P&D	c.	Ensure that members meet on a formal basis regularly to set the strategic direction of the authority and to monitor service delivery	<ul style="list-style-type: none"> • Agreed calendar of meetings: • Council Constitution • Executive Workplan • Overview and Scrutiny Committee Workplan 	Green	<ul style="list-style-type: none"> • Monitoring Officer • CMB 	<ul style="list-style-type: none"> • Revised Policy and Budget Framework approved by Council on 25 April 2006. • New Budget and Strategic Planning Working Group to be established from May 2006.

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
P&D	d.	Develop and maintain a Scheme of Delegated or Reserved Powers, which should include a formal schedule of those matters specifically reserved for the collective decision of the Authority	<ul style="list-style-type: none"> • Council Constitution sets out allocation of powers and those reserved to full Council 	Amber	<ul style="list-style-type: none"> • Monitoring Officer 	<ul style="list-style-type: none"> • Scheme of delegation being reviewed for Council approval in June 2006.
P&D	e.	Put in place clearly documented and understood management processes for policy development, implementation and review and for decision-making, monitoring and control, and reporting; and formal procedural and financial regulations to govern the conduct of the Authority's business	<ul style="list-style-type: none"> • Council Constitution • Executive Workplan (updated monthly) • Financial Regulations • Overview and Scrutiny reports • Members' induction and training programme • Communication and Consultation Strategy 	Green	<ul style="list-style-type: none"> • Monitoring Officer • s.151 Officer • CMB • All members 	<ul style="list-style-type: none"> • Review as necessary. • Revisions to financial regulations approved Council 31 January 2006.
R P&D	f.	Put in place arrangements to ensure that members are properly trained for their roles and have access to all relevant information, advice and resource as necessary to enable them to carry out their roles effectively	<ul style="list-style-type: none"> • Members' Induction Programme • Members' Training • Members' Training Co-ordinators' Group • All members supplied with computers – all on email and all able to access intranet. • 7 members supported to attend IDeA Leadership Academy in 2004/05 	Amber	<ul style="list-style-type: none"> • CMB • Monitoring Officer • Policy and Democratic Services Team Leader 	<ul style="list-style-type: none"> • Member Development Charter agreed in February 2006. • Review of member development underway. • Council is partner in Wiltshire Capacity Building Programme which is focusing on member development.

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
O P&D	g.	Ensure that the role of the Executive members is formally defined in writing, to include responsibility for providing effective strategic leadership to the Authority and for ensuring that the Authority successfully discharges its overall responsibilities for the activities of the organisation as a whole	<ul style="list-style-type: none"> • Council Constitution • Corporate Business Plan – priorities linked to Executive member portfolios. • Overview and Scrutiny Committee work • Member job descriptions 	Green	<ul style="list-style-type: none"> • Policy and Democratic Services Team Leader • Monitoring Officer • CMB 	<ul style="list-style-type: none"> • Constitution reviewed October 2005.
P&D	h.	Ensure that the roles and responsibilities of all members of the local authority, together with the terms of their remuneration and its review, are defined clearly in writing	<ul style="list-style-type: none"> • Council Constitution • Members’ allowance scheme based upon Independent Panel on Members’ Remuneration – report to Council • Member job descriptions 	Green	<ul style="list-style-type: none"> • Policy and Democratic Services Team Leader • Monitoring Officer 	<ul style="list-style-type: none"> • Constitution reviewed October 2005. • Members allowances for 2006/07 agreed by Council on 25 April 2006.
P&D	i.	Ensure that a Chief Executive or equivalent is made responsible to the authority for all aspects of operational management	<ul style="list-style-type: none"> • Chief Executive in post • Appraisal system for Chief Executive • Scheme of delegation 	Green	<ul style="list-style-type: none"> • Council 	<ul style="list-style-type: none"> • New Chief Executive in post from 31 October 2005. • Scheme of delegation under review for report to Council June 2006.

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
P&D FM	j.	Ensure that a senior officer is made responsible to the authority for ensuring that appropriate advice is given to it on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control	<ul style="list-style-type: none"> Finance Team Leader designated as Section 151 Officer (job description) Financial Regulations Final Accounts Committee Internal and external audit reports 	Amber	<ul style="list-style-type: none"> s.151 Officer CMB Finance and Performance Monitoring Sub Committee 	<ul style="list-style-type: none"> Annual Statement of Internal Control produced every year with Statement of Accounts. Internal Audit back in-house and plan for 2006/07 should meet Accounts and Audit Regulations 2003. Agreed actions to address control shortcomings identified in 2005/06 internal audit reports.
P&D FM	k.	Ensure that a senior officer is made responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes, regulations and other relevant statements of good practice are complied with	<ul style="list-style-type: none"> Council Constitution sets out the functions of the Monitoring Officer. The Legal Services Team Leader is designated as the Council's Monitoring Officer 	Green	<ul style="list-style-type: none"> Monitoring Officer CMB 	<ul style="list-style-type: none"> Monitoring Officer in post.
O P&D R	l.	Ensure that the roles and responsibilities of all senior officers, together with the terms of their remuneration and its review are defined clearly in writing	<ul style="list-style-type: none"> Job descriptions Job specifications Pay and conditions of service Appraisal scheme 	Green	<ul style="list-style-type: none"> CMB Human Resources and Payroll Team Leader 	<ul style="list-style-type: none"> Pay and Rewards Project to implement new job evaluation and pay scheme by July 2007.

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
P&D	m	Adopt clear protocols and codes of conduct to ensure that the implications for supporting community political leadership for the whole Council are acknowledged and resolved	<ul style="list-style-type: none"> • Council Constitution • Members' Code of Conduct • Code of Conduct training programme run at all Area Committees in 2003/04 and 2004/05 • Officer Code of Conduct 	Amber	<ul style="list-style-type: none"> • Monitoring Officer • Human Resources and Payroll Team Leader • CMB 	<ul style="list-style-type: none"> • Protocols on Member/Officer relationships to be included in Constitutional review in June 2006.

4. RISK MANAGEMENT AND INTERNAL CONTROL

North Wiltshire District Council will establish and maintain a systematic strategy, framework and processes for managing risk. Together, these arrangements will:

- Include making public statements to stakeholders on the authority’s risk management strategy, framework and processes to demonstrate **accountability**
- Include mechanisms for monitoring and reviewing **effectiveness** against agreed standards and targets and the operation of controls in practice
- Demonstrate **integrity** by being based on robust systems for identifying, profiling, controlling and monitoring all significant strategic and operational risks
- Display **openness** and **inclusivity** by involving all those associated with planning and delivering services, including partners
- Include mechanisms to ensure that the risk management and control process is monitored for continuing compliance to ensure that changes in circumstances are accommodated and that it remains **up to date**.

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
R	a.	Develop and maintain robust systems for identifying and evaluating all significant risks which involve the proactive participation of all those associated with planning and delivering services	<ul style="list-style-type: none"> • Performance management framework. Risk is key area highlighted in monthly performance reports • Role of Overview and Scrutiny Committee and Finance and Performance Monitoring Sub Committee • Internal Audit Annual Report • Budget reports • Risk Management Strategy (adopted in January 2004) 	Green	<ul style="list-style-type: none"> • Lead CMB officer for Risk • CMB • s.151 Officer • Audit Commission • Finance and Performance Monitoring Sub Committee • Internal Audit Section 	<ul style="list-style-type: none"> • Monthly risk register compiled from performance reports and reviewed by CMB and Lead Members. Register reviewed and enhanced following input from Zurich in January 2006.

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
R	b.	Put in place effective risk management systems, including systems of internal control and an internal audit function. These arrangements need to ensure compliance with all applicable statutes, regulations and relevant statements of best practice and need to ensure that public funds are properly safeguarded and are used economically, efficiently and effectively, and in accordance with the statutory and other authorities that govern their use	<ul style="list-style-type: none"> • Risk Management Strategy • Internal Audit function under review (Section 151 of the Local Government Act 1972 and 1996 Accounts and Audit Regulations) • Contract Procedure Rules and Financial Regulations • Appraisal System linked to performance • Corporate Business Plan • Business Area Plans • Performance Management Framework - reporting of risk as part of monthly performance reports • Internal Audit Annual Report • Treasury Management Strategy Statement/practices 	Amber	<ul style="list-style-type: none"> • s.151 Officer • CMB • Finance and Performance Monitoring Sub Committee • Executive • Internal Audit section • Audit Commission 	<ul style="list-style-type: none"> • Monthly risk register compiled from performance reports and reviewed by CMB and Lead Members. Register reviewed and enhanced following input from Zurich in January 2006. • Internal Audit back in-house and plan for 2006/07 should meet Accounts and Audit Regulations 2003.
R	c.	Ensure that services are delivered by trained and experienced people	<ul style="list-style-type: none"> • Job descriptions and person specifications accurately reflect service needs • Training and development needs identified through performance appraisal system • Corporate Training Programme linked to service delivery • Corporate Induction course for all new staff • IIP accreditation for the whole Council 	Amber	<ul style="list-style-type: none"> • CMB • Team Leaders and other managers • Human Resources and Payroll Team Leader • Policy and Democratic Services Team Leader 	<ul style="list-style-type: none"> • Investors in People Standard to be re-assessed for re-accreditation in November 2006. • Revised Appraisal System to be in place for manual staff in 2005-06. • Draft Human Resources Strategy produced in March 06. • Governance workshops run for Team Leaders, CMB and Members in 2005/06.

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
R	d.	Put in place effective arrangements for an objective review of risk management and internal control, including internal audit	<ul style="list-style-type: none"> All areas subject to review by Audit Commission Outcomes of internal and external reviews reported to Finance and Performance Monitoring Sub Committee Monthly performance reports include update on key risks which are communicated to Lead Members Internal Audit Annual Report 	Amber	<ul style="list-style-type: none"> s.151 Officer CMB Executive Audit Commission Internal Audit section 	<ul style="list-style-type: none"> Monthly risk register compiled from performance reports and reviewed by CMB and Lead Members. Register reviewed and enhanced following input from Zurich in January 2006. Internal Audit back in-house and plan for 2006/07 should meet Accounts and Audit Regulations 2003.
C R FM	e.	Maintain an effective and professional relationship with external auditors and statutory inspectors	<ul style="list-style-type: none"> Annual Audit letter CPA report Audit Commission inspectorate reports Discussions take place with Audit Commission in relation to the planning of audits and inspections 	Green	<ul style="list-style-type: none"> s.151 Officer CMB Policy and Democratic Services Team Leader Finance and Performance Monitoring Sub Committee 	<ul style="list-style-type: none"> Appropriate contact maintained with Audit Commission e.g. regular meetings with s151 Officer and Audit Manager. Protocol for working with internal audit finalised May 2006.
O P&D C R FM	f.	Publish on a timely basis, with the annual report, an objective, balanced and understandable statement and assessment of the authority's risk management and internal control mechanisms and their effectiveness in practice	<ul style="list-style-type: none"> Statement of Internal Control in the Annual Statement of Accounts 	Green	<ul style="list-style-type: none"> s.151 Officer CMB Final Accounts Committee Full Council 	<ul style="list-style-type: none"> The annual Statement of Internal Control published with the Annual Statement of Accounts each year will link to an update of this Local Code of Corporate Governance, setting out any planned changes in corporate governance arrangements for the forthcoming year.

5. STANDARDS OF CONDUCT

The openness, integrity and accountability of individuals within the authority form the cornerstone of effective corporate governance. The reputation of North Wiltshire District Council depends on the standards of behaviour of everyone in it, whether members, employees or agents contracted to it.

Therefore, members and senior officers of North Wiltshire District Council will need to:

- Exercise leadership by conducting themselves as role models for others within the authority to follow
- Define the standards of personal behaviour that are expected from members and staff and all those involved in service delivery, and put in place arrangements to ensure:
 - **Accountability**, through establishing systems for investigating breaches and disciplinary problems and taking actions where appropriate, including arrangements for redress
 - **Effectiveness** in practice through monitoring their compliance
 - That objectivity and impartiality are maintained in all relationships to demonstrate **integrity**
 - That such standards are documented and clearly understood to display **openness** and **inclusivity** and are reviewed on a regular basis to ensure that they are kept **up to date**

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
C	a.	Develop and adopt formal Codes of Conduct defining the standards of personal behaviour to which individual members, officers and agents of the authority are required to subscribe and put in place appropriate systems and processes to ensure that they are complied with	<ul style="list-style-type: none"> • Member Code of Conduct • Anti-fraud and Corruption Strategy • Officer Code of Conduct • Relevant Contract Conditions applied pursuant to the Contract Procedural Rules for Outside Contractors • Council's Comments and Complaints Procedure • Council's Disciplinary and Grievance Procedure • Performance Management Framework • Appraisal System • Whistle-blowing Policy 	Green	<ul style="list-style-type: none"> • Monitoring Officer • Standards Committee • CMB and Team Leaders • Human Resources and Payroll Team Leader • Personnel, Licensing and Administration Committee 	<ul style="list-style-type: none"> • Review Officer Code of Conduct as necessary in light of any changing national guidance. • Anti-fraud and corruption policy review taking place in 2006/07 to update procedures where necessary.

SIC Key element		Requirement	Systems/ Processes/ Documentation demonstrating compliance	Current compliance level	Responsibility for monitoring and review	Evidence of compliance and outstanding actions
O P&D	b.	Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice	<ul style="list-style-type: none"> • Council's Constitution • Code of Conduct relating to Development Control • Financial Regulations • Register of interests • Member Code of Conduct • Standing Orders • Officer Code of Conduct 	Green	<ul style="list-style-type: none"> • Monitoring Officer • s.151 Officer • Standards Committee • Human Resources and Payroll Team Leader 	<ul style="list-style-type: none"> • Review Officer Code of Conduct as necessary in light of any changing national guidance. • Level 1 of Equality Standard for local government achieved March 2006. • "Respect for People" diversity training carried out with officers and members during 2005/06.
P&D	c.	Put in place arrangements to ensure that procedures and operations are designed in conformity with appropriate ethical standards, and to monitor their continuing compliance in practice	<ul style="list-style-type: none"> • Member Code of Conduct • Officer Code of Conduct • Training of Councillors on Code of Conduct as part of Induction Programme and Autumn 2004 review at each Area Committee • Standards Committee work and reports 	Green	<ul style="list-style-type: none"> • Monitoring Officer • Standards Committee • Human Resources and Payroll Team Leader 	<ul style="list-style-type: none"> • Review Officer Code of Conduct as necessary in light of any changing national guidance.
C	d.	Put in place arrangements for whistle blowing to which staff and all those contracting with the Council have access	<ul style="list-style-type: none"> • Whistle Blowing Policy • Benefit Fraud Hotline • Officer Code of Conduct • Member Code of Conduct • Disciplinary and Grievance Procedure 	Green	<ul style="list-style-type: none"> • Monitoring Officer • Human Resources and Payroll Team Leader • Internal Audit section 	<ul style="list-style-type: none"> • Review as necessary.