

Code of Corporate Governance 2018/19

What is Corporate Governance?

Corporate governance is about the systems, processes and values by which Councils operate and by which they engage with, and are held accountable to, their communities and stakeholders.

Lancashire County Council is committed to the principles of effective corporate governance and has therefore adopted a Code of Corporate Governance which follows the latest guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE), entitled "Delivering Good Governance in Local Government (2016)"

The guidance defines the seven core principles, each supported by sub-principles that should underpin the governance framework of a local authority.

- Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rules of law.
- Ensuring openness and comprehensive stakeholder engagement.
- Defining outcomes in terms of sustainable economic, social and environmental benefits.
- Determining the interventions necessary to optimise the achievement of the intended outcomes.
- Developing the Council's capacity, including the capability of its leadership and the individuals within it.
- Managing risks and performance through robust internal control and

strong public financial management.

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

What are the benefits of having a Code of Corporate Governance?

Good governance leads to good management, good performance, good stewardship of public money, good public engagement and ultimately good outcomes for citizens and service users. It enables the Council to pursue its priorities effectively as well as underpinning those priorities with mechanisms for control and the management of risk.

Lancashire County Council has a good governance framework in place. The documents and arrangements which comprise the framework demonstrate that the Council continually seeks to ensure it is and remains, well governed, through integration of the core principles of the CIPFA/SOLACE framework into all aspects of the Council's conduct and operation.

The Monitoring Officer is responsible for ensuring the Code is reviewed annually, and the outcome of the review, along with adoption of any revision to the Code is reported annually to the Audit, Risk and Governance Committee for approval.

Lancashire County Council Code of Corporate Governance (Principle 1)

Principle 1: Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rules of law:		
Supporting Principles	To meet the requirements of this Principle, Lancashire County Council will;	This will be evidenced by:
<ul style="list-style-type: none"> • Behaving with integrity • Demonstrating strong commitment to ethical values • Respecting the rule of law 	<ul style="list-style-type: none"> • Look to maintain shared values both for the County Council and its officers. We are currently consulting on this and will work with staff and members throughout the year to understand what the essence of these values and will look and feel like so we can hold each other to account for delivery. • Use shared values as a guide for decision making and as a basis for developing positive and trusting relationships within the County Council. We demonstrate this by adherence to the constitution. • Have adopted formal codes of conduct defining standards of personal behaviour for Members and officers. • Maintain the Audit, Risk and Governance Committee to raise awareness and take the lead in ensuring high standards of conduct are embedded within the County Council's culture. • Have put in place arrangements to ensure that Members and staff of the County Council are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders. We have put in place appropriate processes to ensure that these arrangements are workable including declaration of interests and anti-corruption policies. • Ensure that systems and processes for financial administration and control together with protection 	<ul style="list-style-type: none"> • Operational Plan • • Annual Governance Statements • The Constitution which includes : <ul style="list-style-type: none"> ➤ Financial Procedure Rules ➤ Contract Procedure Rules ➤ Anti-Fraud and Corruption Strategy ➤ Anti-Bribery Policy ➤ Rules relating to Members External Interests ➤ Rules relating to Gifts and Hospitality ➤ Codes of Conduct for Members and Employees ➤ Scheme of Delegation ➤ Procedural Standing Orders

	<p>of the County Council's resources and assets, comply with ethical standards; and are subject to monitoring of their effectiveness.</p> <ul style="list-style-type: none"> • Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making if appropriate. Officers will actively recognise the limits of lawful activity placed on them but also strive to utilise their powers to the full benefit of their communities. • Officers will observe all specific legislative requirements placed upon the Council as well as the requirements of general law, and in particular integrate the key principles of administrative law – rationality, legality and natural justice into the procedures and decision making. • Have put in place effective systems to protect the rights of staff. We ensure that policies for whistleblowing which are accessible to staff and those contracting with the Council, and arrangements for the support of whistle-blowers, are in place. • Have established an information governance group (CIGG) with the remit of collecting assurance information across all council functions. • Publish an Annual Governance Statement, signed by the Leader of the Council and the Interim Chief Executive to confirm that we are satisfied that we have effective governance arrangements in place. 	<ul style="list-style-type: none"> ➤ Register of Interests ➤ Terms of reference • Information Security Policy • Information Governance Policy • Money Laundering Policy • Whistleblowing Policy • Annual Governance Statement • External inspections of accounts • Members induction • Complaints Policy • Partnership Protocol • Job descriptions and Person Specifications • Clearance of committee reports • Anti-money laundering policy • Calendar of meetings • CCTV Policy • Companies – compliance with Companies Act 2006, directors duties, LEP assurance framework • Councillor – Use of resources, social media, AUP • Employee policies & procedures • FOI Publication Scheme
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		<ul style="list-style-type: none"> • Grants rules, process, decisions and website • Purdah guidance • Elections complaints process, fly posting, website
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Lancashire County Council Code of Corporate Governance (Principle 2)

Principle 2: Ensuring openness and comprehensive stakeholder engagement:		
Supporting Principles	To meet the requirements of this Principle, Lancashire County Council will;	This will be evidenced by:
<ul style="list-style-type: none"> • Openness • Engaging comprehensively with institutional stakeholders • Engaging with individual citizens and service users effectively 	<ul style="list-style-type: none"> • Ensure that the Council’s vision, strategic plans, priorities and targets are developed in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated. • Maintain a culture of accountability so that Members and Officers understand to whom they are accountable and for what. • Strive to engage with stakeholders on an individual and collective basis to demonstrate that we deliver services and outcomes that meet the needs and expectations of the public. These arrangements will recognise that different sections of the community have 	<ul style="list-style-type: none"> • Annual Governance Statement • Annual report on members allowances • Annual Pay Policy Statement • Freedom of Information Publication Scheme • Research and Consultation Strategy • Research and Consultation Database • Service Specific consultations • Living in Lancashire Panel • Communication Strategy • Constitution • Scheme of Delegation

	<p>different priorities and establish robust processes for dealing with these competing demands.</p> <ul style="list-style-type: none"> • Publish reports giving information on the County Council’s strategies, plans and financial statements as well as information about outcomes, achievements. • Deliver effective scrutiny of the County Council’s business as appropriate and produce regular reports on the activities of the scrutiny function. • Ensure that the Council as a whole is open and accessible to the community, service users and staff and we are committed to openness and transparency in all dealings. • Attempt to publish all committee agenda items under “part 1” unless there is the need to preserve confidentiality (where it is proper and appropriate to do so). 	<ul style="list-style-type: none"> • Money Matters Budget Monitoring reports • Lancashire Health & Wellbeing Strategy • Community Safety Agreement • Director of Public Health Annual Report • Children's and Young Peoples Plan • Statement of Accounts • Scrutiny Reports • County Council Website • Joint Strategic Needs Assessment • Strategic Assessment of Crime & Anti-Social behaviour • Anti-Bribery Policy • Anti-Fraud & Corruption Strategy • Anti-Money Laundering Policy • Calendar of meetings • Companies - Companies database, Companies House database, Compliance with the Companies Act 2006, Directors duties, LCDL - 2016/17 Statement of Accounts, LEP Assurance Framework, LEP website • Employee Policies and Procedures
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		<ul style="list-style-type: none">• Equalities, Cohesion and Integration Strategy• Equality Impact Analysis• External inspections of accounts• Grants rules, process, decisions and website• Health and Safety Policies and Procedures• Information Governance Framework 2017• Information Security Policy 2017• Information sharing policy 2017• Partnership Protocol• Privacy Impact Analysis• Privacy Notice 2017• Procedure for complaints against Councillors• Publication of Members' Allowances paid 16/17• Privacy Impact Analysis• Scheme for access of information
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Lancashire County Council Code of Corporate Governance (Principle 3)

Principle 3: Defining outcomes in terms of sustainable economic, social and environmental benefits:		
Supporting Principles	To meet the requirements of this Principle, Lancashire County Council will;	This will be evidenced by:
<ul style="list-style-type: none"> • Defining outcomes • Defining outcomes benefits 	<ul style="list-style-type: none"> • Make a clear statement of the Council’s purpose and priorities and use it as a basis for corporate and service planning. • Publish reports to communicate the Council’s activities and achievements, its financial position and performance. • Ensure that those making decisions are provided with financial and non-financial information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications. • Identify and monitor service performance indicators which demonstrate how the quality of service for users is to be measured. • Maintain a prudent financial framework, balance commitments with available resources; and monitor income and expenditure levels to ensure this balance is achieved. • Ensure compliance with the CIPFA codes regarding the Prudential Framework for Capital Finance and Treasury Management. 	<ul style="list-style-type: none"> • Operational Plan • Money Matters Budget Monitoring Reports • Director of Public Health Annual Report • Reports to Audit, Risk & Governance Committee • Quality of Service Reports • Performance reports to Cabinet Committee on Performance Improvement • Monthly budget monitoring reports • Statement of Accounts • External Auditors letter & reports • External Inspections • Approach to Risk & Opportunity • Treasury Management Strategy • Capital Investment Strategy • Adult Services Annual plan • Boost Lancashire's Business Growth Hub

		<ul style="list-style-type: none">• Care Act Policies, Procedures and Guidance• Children's Social Care• Community & Resilience Plan• Companies - annual business plans• Consultancy Code• Consultation and Engagement Procedures• Corporate Procurement Strategy, policies and guidance• Customer Access Strategy• Development Plan• Digital by Default Strategy• Draft Corporate Strategy• Equalities, Cohesion and Integration Strategy• Full Council Framework documents• Health and Wellbeing Strategy Delivery Plan• Lancashire Children Looked After Sufficiency Strategy 2017- 2020• Lancashire CLA Residential Strategy• Lancashire County Council Dementia Strategy• Lancashire Economic Development Strategy
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		<ul style="list-style-type: none">• Lancashire Economic Partnership (LEP)• Lancashire Environment Strategy• Lancashire Health and Wellbeing Strategy• Lancashire Rosebud Finance - Investment & Portfolio Strategy 2017-2019• Libraries, museums and culture strategy• Local Transport Plan• Notice of forthcoming Executive Key Decisions (Forward Plan) and intention to conduct business in private• Prevent Strategy and Delivery Plan• Property Strategy• Risk Management Strategy• Roads, parking and travel plans• Sustainable Community Strategy• Treasury Management Strategy• Youth Justice Plan
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Lancashire County Council Code of Corporate Governance (Principle 4)

Principle 4: Determining the interventions necessary to optimise the achievement of the intended outcomes		
Supporting Principles	To meet the requirements of this Principle, Lancashire County Council will;	This will be evidenced by:
<ul style="list-style-type: none"> • Determining interventions. • Planning interventions • Optimising achievement of intended outcomes 	<ul style="list-style-type: none"> • Make a clear statement of the Council’s purpose and priorities and use it as a basis for corporate and service planning. • Have risk management arrangements in place including mitigating actions to support the achievement of the Council’s intended outcomes. • Ensure that there are effective arrangements in place to monitor service delivery • Put in place effective arrangements to deal with a failure in service delivery and explore options for improving service delivery and outcomes for our residents. • Have prepared contingency arrangements including a disaster recovery plan, business continuity plan and arrangements for delivering services during adverse weather conditions. • Provide senior managers and Members with timely financial and performance information. • Ensure that budget estimates are robust and reserves are adequate. • Align financial and performance data to provide an overall understanding of performance. 	<ul style="list-style-type: none"> • Operational Plan • Our approach to Risk & Opportunity Management • Corporate Risk & Opportunity Register • Quality of Service Reports • Highlight Reports • Business Continuity Plans • Emergency Plan • Money Matters Budget Monitoring Reports • Social Value Policy & Framework • Anti-Fraud & Corruption Strategy • Committee specific training for Scrutiny members • Companies - Articles of association, Directors duties, LEP Assurance Framework, Service level agreements • Education Scrutiny Committee • External Scrutiny Committee • Health and Wellbeing Strategy Delivery Plan • Health Scrutiny Committee

		<ul style="list-style-type: none"> • Internal Scrutiny Committee • Scrutiny Task Group Meetings/Reports • Webcast of all Scrutiny Committee meetings
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Lancashire County Council Code of Corporate Governance (Principle 5)

Principle 5: Developing the County Council's capacity, including the capability of its leadership and the individuals within it.		
Supporting Principles	To meet the requirements of this Principle, Lancashire County Council will;	This will be evidenced by:
<ul style="list-style-type: none"> • Developing the County Council's capacity • Developing the capability of the County Council's leadership and other individuals 	<ul style="list-style-type: none"> • Through the constitution set out a clear statement of the respective roles and responsibilities of the Council's Executive Committee and the Members individually. • Set out a clear statement of the respective roles and responsibilities of the Council's other committees and senior officers. • Have developed protocols to ensure effective communication between Council Members and officers in their respective roles. • Have developed protocols to ensure that the Leader and Chief Executive negotiate their respective roles early in their relationship and that a shared understanding of roles and objectives is maintained. • Set out the terms and conditions for remuneration of Members and officers and publish an Annual Pay policy statement in accordance with the requirements of the Localism Act 2011. 	<ul style="list-style-type: none"> • Constitution • Annual Pay Policy • Scheme of Delegation • Interim Structures agreed • Leadership Development Programme • Personal Development Appraisals • Member Development Strategy and Programme • Member Induction Working Group • Ofsted Post Inspection Improvement Plan • Scheme of delegation to officers • Induction programme • Health & Wellbeing Policy

	<ul style="list-style-type: none"> • Have determined a scheme of delegated and reserved powers within the constitution and ensure that the scheme is monitored and updated when required. • Ensure that effective management arrangements are in place at the top of the organisation. • Ensure the Chief Executive is responsible and accountable to the Council for all aspects of operational management. • Ensure the Section 151 Officer is responsible to the County Council for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control. • Have appointed a professionally qualified and experienced Director of Finance who will lead the promotion and delivery of good financial management, safeguarding public money and ensuring appropriate, economic, efficient and effective use of funds • Ensure the Monitoring Officer is responsible to the County Council for ensuring that the constitution is adhered to. • Assess the skills required by Members including the understanding of financial systems. We will agree a personal development plan to develop skills and address any training gaps, to enable roles to be carried out effectively. • Assess the skills required by officers through the appraisal process and address any training gaps, to enable roles to be carried out effectively. 	<ul style="list-style-type: none"> • Children's Partnership Board - Terms of reference • Code of conduct training for councillors • Companies - Articles of association, Directors duties, Directors induction packs, Directors induction training, Internal controls manuals • Corporate induction e-learning • Councillors - Internet and email acceptable use policy, Provision and use of resources, Use of social media, Fair Use Policy for Mobile Phones • County Councillor Training Records • Generic Job descriptions/specifications for officers • Internet, Email and Telephone Acceptable Use Policy for staff • Lancashire County Council Behaviour Framework • Leadership Development Programme • Mandatory e-learning modules • Recruitment & Selection Policy
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	<ul style="list-style-type: none">• Develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed.• Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the Council.	
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Lancashire County Council Code of Corporate Governance (Principle 6)

Principle 6: Managing risks and performance through robust internal control and strong public financial management.		
Supporting Principles	To meet the requirements of this Principle, Lancashire County Council will;	This will be evidenced by:
<ul style="list-style-type: none"> • Managing risk • Managing performance • Robust internal control. • Managing data. • Strong public financial management 	<ul style="list-style-type: none"> • Maintain an effective Audit, Risk & Governance Committee which is independent of the executive and scrutiny functions. • Enable the Director of Finance to bring influence to bear on all material decisions and provide advice on the levels of financial reserves and balances to be retained. • Ensure that risk management is embedded into the culture of the County Council, with Members and managers at all levels recognising that risk management is part of their job. • Ensure our arrangements for financial and internal control and management of risk are formally addressed within the annual governance reports. • Ensure effective internal control arrangements exist for sound financial management systems and processes. • Ensure that a Corporate Performance Summary is presented to the Cabinet Committee for Performance Improvement on a quarterly basis • Ensure that quarterly Quality of Service and highlight reports are produced and used to hold Cabinet Members and officers to account 	<ul style="list-style-type: none"> • Audit, Risk & Governance Committee • Money Matters Budget Monitoring Reports • Approach to Risk Management and publication of a quarterly Corporate Risk & Opportunity Register • Annual Governance Statement • Performance reports presented to CCPI • Internal Audit Reports • Quality of Service Reports • Project Accuracy • O&S arrangements • Information Governance Strategy • Data Protection Policy • Companies - account filed in accordance with all regulations,

		<p>Companies House Database, LEP performance committee, own audit & finance committees e.g. active companies, Quarterly monitoring reports, Regular financial monitoring reports, Risk Management reports</p> <ul style="list-style-type: none">• Audit, Risk & Governance Committee - terms of reference• External Auditors letter & reports• Internal Audit Plan 2017/2018• Internal Audit Reports• Lancashire County Pension Fund - Annual Governance Statement• Peer Reviews• Local Code of Corporate Governance• External reports protocol• Directors Assurance statement• Project Plans and Risk Registers
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		<ul style="list-style-type: none">• Health and Wellbeing Board revised terms of reference• Health and Wellbeing Strategy Delivery Plan• Lancashire Insight website• Medium Term Financial Plan• Minutes of committee meetings• Monthly budget monitoring reports• Notice of forthcoming Executive Key Decisions (Forward Plan) and intention to conduct business in private• Partnership Protocol• Peer Review• Performance Management• Quarterly Performance Highlight Reports• Statement of Accounts 2016/2017• Treasury Management Strategy• Webcasting of committee meetings
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Lancashire County Council Code of Corporate Governance (Principle 7)

Principle 7: Implementing good practices in transparency, reporting and audit to deliver effective accountability		
Supporting Principles	To meet the requirements of this Principle, Lancashire County Council will;	This will be evidenced by:
<ul style="list-style-type: none"> • Implementing good practice in transparency • Implementing good practices in reporting • Assurance and effective accountability 	<ul style="list-style-type: none"> • Comply with the local government transparency code and publish all required information in a timely manner. • Have established a medium term business and financial planning process in order to deliver - a financial strategy ensuring sustainable finances, a robust annual budget process ensuring financial balance and an adequate monitoring process; all of which are subject to regular review. • Put in place effective transparent and accessible arrangements for dealing with complaints. • Maintain an effective scrutiny function which encourages constructive challenge and enhances the Council's performance overall. • Maintain an effective Audit, Risk & Governance Committee which is independent of the Executive and Scrutiny committees. • Ensure an effective internal audit function is resourced and maintained. • Maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based. • Attempt to publish all committee agenda items under "part 1" unless there is the need to preserve confidentiality where it is proper and appropriate to do so • Put in place arrangements for whistle-blowing to which staff and all those contracting with the County Council have access. 	<ul style="list-style-type: none"> • Medium Term Financial Strategy • Complaints Procedures • Scrutiny Committees • Audit & Governance Committee • Constitution • Modern.Gov • Whistle-blowing Policy • Monthly budget monitoring reports • Annual Pay Policy • Statement of Accounts • External Audit Reports • Annual Governance Statement • Approach to Risk Management & publication of a quarterly Risk & Opportunity register • Companies - Companies House database, LCDL - 2016/17 Statement of Accounts, LEP

	<ul style="list-style-type: none"> • Produce clear, timely, complete and accurate information for budget holders and senior officers relating to the budgetary and financial performance of the Council. • Maintain effective arrangements for determining the remuneration of senior staff and publish an Annual Pay Policy statement in accordance with the requirements of the Localism Act 2011. • Publish annually details of County Councillors remuneration and expenses 	<p>Assurance Framework, own audit & finance committees e.g. active companies</p> <ul style="list-style-type: none"> • Data Protection Policy • External inspections e.g. Ofsted • External inspections of accounts • Information Governance Framework • Internal Audit Plan • Internal Audit Reports • Money Matters Budget Monitoring Reports • O&S arrangements • Performance Reports • Project Accuracy • Quality of Service Reports
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