

## Part 5.9 Policy Statement on Corporate Governance

### Introduction

The Council is committed to achieving excellence in the provision of services for the people of Slough and recognises the importance of effective corporate governance so that local communities can place trust in the way that the Council undertakes and carries out its duties. This policy statement sets out and describes the Council's commitment to corporate governance and identifies the arrangements to ensure its effective implementation and application in all aspects of the Council's work.

In April 2016, the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives and Senior Managers (SOLACE) published a framework and guidance notes entitled "Delivering Good Governance in Local Government" (the CIPFA / SOLACE framework). This provides guidance to local authorities on local codes and procedures on corporate governance.

### What is Corporate Governance

The CIPFA/SOLACE framework defines governance as follows:

*Governance comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved.*

It goes on to say:

*To deliver good governance in the public sector, both governing bodies and individuals working for public sector entities must try to achieve their entity's objectives while acting in the public interest at all times.*

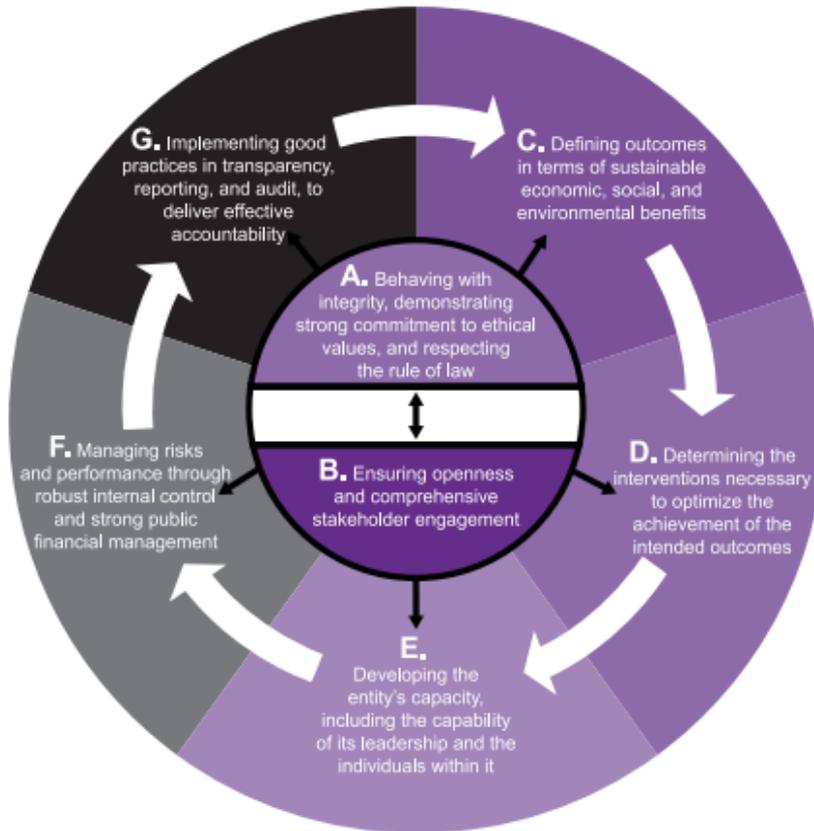
*Acting in the public interest implies primary consideration of the benefits for society, which should result in positive outcomes for service users and other stakeholders.*

In the Council, the governing body is Full Council.

### Principles of Good Governance in Slough Borough Council

The Council has adopted the seven core principles of good governance set out in the CIPFA/SOLACE framework, which are shown below.

## Achieving the Intended Outcomes While Acting in the Public Interest at all Times



The seven core principles each have a number of supporting principles, which in turn have a range of specific requirements that apply across the Council's business. The following sections set out each sub principle, together with the behaviour and actions that demonstrate good governance in practice. The tables also reference how this is evidenced in the Council.

### Annual Governance Statement

The Council reports annually to its Audit & Corporate Governance Committee in a formal Annual Government Statement, reviewing its performance against the seven core principles. This report will include an analysis of the previous year and recommendations for improvements to be made.

### Principle 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 across all activities and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

Sub Principle	Behaviours and actions demonstrating good governance	How will this be evidenced
Behaving with integrity	<ul style="list-style-type: none"> <li>• Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation</li> <li>• 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)</li> <li>• Leading by example and using the above standard operating principles or values as a framework for decision making and other actions</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Member Code of Conduct and standards complaints process</li> <li>• Member development programme</li> <li>• Member Officer Relations Code</li> <li>• Local Code of Conduct for Employees</li> <li>• Anti-Fraud and Corruption Strategy and Policy</li> <li>• Anti-Fraud Response Plan</li> <li>• Grievance/Dignity at Work policies</li> <li>• Equal Opportunities policies and procedures</li> <li>• Confidential Whistleblowing Policy</li> <li>• Annual report to Audit &amp; Corporate Governance Committee on complaints</li> </ul>
Demonstrating strong commitment to ethical values	<ul style="list-style-type: none"> <li>• Seeking to establish, monitor and maintain the organisation's ethical standards and performance</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Policies</li> <li>• Performance management framework</li> </ul>

	<ul style="list-style-type: none"> <li>• Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation</li> <li>• Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values</li> <li>• Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with ethical standards expected by the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Induction processes and officer training</li> <li>• Register of interests – officer and member</li> <li>• Contract procedure rules</li> <li>• Internal boards – Procurement Review Board</li> <li>• Contract management procedures</li> </ul>
Respecting the rule of law	<ul style="list-style-type: none"> <li>• Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations</li> <li>• 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</li> <li>• Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders</li> <li>• Dealing with breaches of legal and regulatory provisions effectively</li> <li>• Ensuring corruption and misuse of power are dealt with effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Council Constitution (Part 3 – Responsibility for Functions)</li> <li>• Directorate schemes of officer delegations</li> <li>• Senior legal officer attendance at Executive Board</li> <li>• Meetings between 3 governance statutory officers</li> <li>• Cabinet report clearance processes, including early involvement of lawyers in advising on proposed decisions</li> <li>• Business case templates for all major decisions and projects</li> <li>• Corporate complaints procedure, including annual reporting to Audit &amp; Corporate Governance Committee</li> <li>• Internal officer boards with legal</li> </ul>

		representation - Executive Board, Procurement Review Board, Strategic Finance Board
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**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.

Sub Principle	Behaviours and actions demonstrating good governance	How will this be evidenced
Openness	<ul style="list-style-type: none"> <li>• Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness</li> <li>• Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided</li> <li>• 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</li> <li>• Using formal and informal consultation and engagement to determine the most appropriate and</li> </ul>	<ul style="list-style-type: none"> <li>• Council Constitution – Article 13 – Decision Making and Part 4.2 - Access to Information Procedure Rules</li> <li>• Annual Corporate Plan and quarterly performance monitoring reports to cabinet</li> <li>• Quarterly budget monitoring reports to cabinet</li> <li>• Council Constitution – Part 4.5 - Overview and Scrutiny procedure rules</li> <li>• Community Engagement Toolkit</li> <li>• Freedom of Information publication scheme</li> <li>• Corporate health dashboard, including data on complaints, member enquiries and FOI requests</li> </ul>

	effective interventions/ courses of action	
Engaging comprehensively with institutional stakeholder	<p>NB institutional stakeholders are the other organisations that local government needs to work with to improve services and outcomes (such as commercial partners and suppliers as well as other public or third sector organisations) or organisations to which they are accountable.</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively</li> <li>• Ensuring that partnerships are based on: <ul style="list-style-type: none"> <li>○ Trust</li> <li>○ A shared commitment to change</li> <li>○ A culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit</li> </ul> </li> </ul>	<p>Formal partnerships boards, including:</p> <ul style="list-style-type: none"> <li>• Slough Wellbeing Board</li> <li>• Safer Slough Partnership</li> <li>• Slough Safeguarding Partnership – Children</li> <li>• Slough Safeguarding Partnership - Adults</li> </ul> <p>Informal partnership boards, including:</p> <ul style="list-style-type: none"> <li>• Leaders' Group (2040 Vision)</li> <li>• Regeneration, Economy &amp; Skills Board</li> <li>• Joint Parenting Panel</li> </ul> <p>Representation on outside bodies (excluding connected entities):</p> <ul style="list-style-type: none"> <li>• Berkshire Healthcare NHS Foundation Trust</li> <li>• Berkshire Local Transport Body</li> <li>• Royal Berkshire Fire Authority</li> <li>• Thames Valley Athletics Centre Management Committee</li> <li>• Thames Valley Athletics Centre Trust</li> <li>• Heathrow Community Engagement Board</li> <li>• Parking &amp; Traffic Regulation Outside London Joint Committee</li> </ul>

		<ul style="list-style-type: none"> <li>• Slough Local Access Forum</li> <li>• Groundwork South</li> <li>• South East Employers</li> <li>• St Mary's School Charity</li> <li>• Strategic Aviation Special Interest Group</li> <li>• Slough Community for Voluntary Service</li> <li>• Local Government Association</li> </ul>
<p>Engaging with individual citizens and service users effectively</p>	<ul style="list-style-type: none"> <li>• Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve communities, individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes</li> <li>• Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement</li> <li>• Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs.</li> <li>• Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account</li> <li>• Balancing feedback from more active stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>• Council Plan</li> <li>• Slough 2040 Vision</li> <li>• Community Engagement Toolkit</li> <li>• Annual Equality and Diversity Report</li> <li>• Corporate health dashboard, including data on service and member enquiries, FOI requests and complaints</li> <li>• Annual complaints report to Audit &amp; Corporate Governance Committee</li> <li>• Public consultation during annual budget setting process</li> </ul>

	<p>groups with other stakeholder groups to ensure inclusivity</p> <ul style="list-style-type: none"> <li>• Taking account of the impact of decisions on future generation of tax payers and service users</li> </ul>	
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**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 organisation’s purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available

Sub Principle	Behaviours and actions demonstrating good governance	How will this be evidenced
Defining Outcomes	<ul style="list-style-type: none"> <li>• Having a clear vision, which is an agreed formal statement of the organisation’s purpose and intended outcomes containing appropriate performance indicators, which provide the basis for the organisation’s overall strategy, planning and other decisions</li> <li>• Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer</li> <li>• Delivering defined outcomes on a sustainable basis within the resources that will be available</li> <li>• Identifying and managing risks to the achievement of outcomes</li> <li>• Managing service users’ expectations effectively with regard to determining priorities and making the best use of the resources available</li> </ul>	<ul style="list-style-type: none"> <li>• Slough 2040 Vision</li> <li>• Five Year Plan</li> <li>• Inclusive Growth Strategy</li> <li>• Joint Wellbeing Strategy</li> <li>• Quarterly performance reporting to cabinet</li> <li>• Housing Strategy</li> <li>• Local Plan for Slough</li> <li>• Service plans and strategies</li> <li>• Corporate risk register</li> <li>• Internal officer boards, including <ul style="list-style-type: none"> <li>○ Risk and Audit Board</li> <li>○ Corporate Oversight Board</li> <li>○ Strategic Finance Board</li> </ul> </li> </ul>

Sustainable economic, social and environmental benefits	<ul style="list-style-type: none"> <li>• Considering and balancing the combined economic, social and environmental impact of policies and plans when taking decisions about service provision</li> <li>• Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints</li> <li>• 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</li> <li>• Ensuring fair access to services</li> </ul>	<ul style="list-style-type: none"> <li>• Council Constitution – Part 3 – Responsibility for Functions</li> <li>• Cabinet report template and clearance processes</li> <li>• Slough 2040 Vision</li> <li>• Five Year Plan</li> <li>• Internal officer boards, including</li> <li>• Strategic Finance Board</li> <li>• Procurement Board</li> </ul>
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**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 (courses of action). Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed frequently to ensure that achievement of outcomes is optimised.

Sub Principle	Behaviours and actions demonstrating good governance	How will this be evidenced
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<p>Determining Interventions</p>	<ul style="list-style-type: none"> <li>• Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and associated risks. Therefore ensuring best value is achieved however services are provided</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Council Constitution – Article 13 Decision Making and Part 3 – Responsibility for Functions, including Scheme of Delegation to Officers</li> <li>• Council Constitution – Financial Procedure Rules and Contract Procedure Rules</li> <li>• Cabinet report template and clearance processes</li> <li>• Business case templates</li> <li>• Community engagement toolkit</li> <li>• Internal officer boards, including <ul style="list-style-type: none"> <li>○ Procurement Board</li> <li>○ Corporate Oversight Board</li> <li>○ Strategic Finance Board</li> <li>○ Risk &amp; Audit Board</li> </ul> </li> <li>• Internal Audit annual plan</li> <li>• Audit &amp; Corporate Governance Committee work programme</li> <li>• Budget setting process, including capital programme and treasury management strategy</li> </ul>
<p>Planning Interventions</p>	<ul style="list-style-type: none"> <li>• Establishing and implementing robust planning and control cycles that cover strategic and</li> </ul>	<ul style="list-style-type: none"> <li>• Slough 2040 Vision</li> <li>• Five Year Plan</li> </ul>

	<p>operational plans, priorities and targets</p> <ul style="list-style-type: none"> <li>• Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered</li> <li>• Considering and monitoring risks facing each partner when working collaboratively, including shared risks</li> <li>• Ensuring arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances</li> <li>• 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</li> <li>• Ensuring capacity exists to generate the information required to review service quality regularly</li> <li>• Preparing budgets in accordance with objectives, strategies and the medium term financial plan</li> <li>• Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Performance management framework</li> <li>• Quarterly reporting to cabinet on performance indicators</li> <li>• Budget setting cycle, including capital programme, treasury management strategy, MTFS</li> <li>• Quarterly reporting to cabinet on budget</li> <li>• Internal Audit Plan</li> <li>• External Auditors reports</li> <li>• Informal partnership boards, including:</li> <li>• Leaders' Group (2040 Vision)</li> <li>• Regeneration, Economy &amp; Skills Board</li> </ul>
<p>Optimising achievement of intended outcomes</p>	<ul style="list-style-type: none"> <li>• Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints</li> <li>• Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term</li> <li>• Ensuring the medium term financial strategy sets the</li> </ul>	<ul style="list-style-type: none"> <li>• Council Constitution – Budget and Policy Framework Procedure Rules and Financial Procedure Rules</li> <li>• Budget setting process, including MTFS, capital programme and treasury</li> </ul>

	<p>context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage</p> <ul style="list-style-type: none"> <li>• Ensuring the achievement of 'social value' through service planning and commissioning</li> </ul>	<p>management strategy</p> <ul style="list-style-type: none"> <li>• Internal officer Strategic Finance Board</li> <li>• Contract Procedure Rules and internal officer Procurement Board</li> </ul>
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**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 intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an organisation operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of individual staff members. Leadership in local government is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.

Sub Principle	Behaviours and actions demonstrating good governance	How will this be evidenced
Developing the entity's capacity	<ul style="list-style-type: none"> <li>• Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness</li> <li>• Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how resources are allocated so that defined outcomes are achieved effectively and efficiently</li> <li>• Recognising the benefits of partnerships and collaborative working where added value can be achieved</li> <li>• Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Capital programme</li> <li>• Asset acquisition and disposal strategies</li> <li>• ICT policies and strategies</li> <li>• Workforce strategy</li> <li>• Budget setting cycle</li> <li>• Formal partnerships: <ul style="list-style-type: none"> <li>○ Slough Wellbeing Board</li> <li>○ Safer Slough Partnership</li> <li>○ Safeguarding Executive Board</li> </ul> </li> <li>• Informal partnership boards:</li> </ul>

		<ul style="list-style-type: none"> <li>○ Leaders Group (2040 Vision)</li> <li>○ Regeneration, Economy and Skills Board</li> </ul>
<p>Developing the capacity of the entity's leadership and other individuals</p>	<ul style="list-style-type: none"> <li>● 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</li> <li>● Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body</li> <li>● Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads 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</li> <li>● Developing the capabilities of members and senior management to achieve effective 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: <ul style="list-style-type: none"> <li>○ Ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged</li> <li>○ Ensuring members and officers have the appropriate skills, knowledge, resources and</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Member development programme</li> <li>● Local Code Governing Relations between Elected Members and Council Employees</li> <li>● Council Constitution – Part 3 – Responsibility for Functions</li> <li>● Council Constitution – Article 12 – Officer Roles and Statutory Officer Functions</li> <li>● Council Constitution – Part 4.7 Officer Employment Procedure Rules</li> <li>● Recruitment and selection policy and procedures</li> <li>● Induction procedures and training and development processes</li> <li>● Robust performance management mechanisms</li> </ul>

	support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis	
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**Principle F - Managing risks and performance through robust internal control and strong public financial management**

Local government needs to ensure that the organisations and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and are crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision-making activities.

A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery and accountability.

It is also essential that a culture and structure for scrutiny be in place as a key part of accountable decision-making, policymaking and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful service delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.

Sub Principle	Behaviours and actions demonstrating good governance	How will this be evidenced
Managing risk	<ul style="list-style-type: none"> <li>• Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making</li> <li>• Implementing robust and integrated risk management arrangements and ensuring that they are working effectively</li> <li>• Ensuring that responsibilities for managing individual risks are clearly allocated</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate and directorate risk registers</li> <li>• Internal officer group – Risk and Audit Board</li> <li>• Annual Audit Letter</li> <li>• Internal Audit reports, including annual report</li> <li>• Audit and Corporate Governance Committee work programme</li> </ul>
Managing performance	<ul style="list-style-type: none"> <li>• Monitoring service delivery effectively including planning, specification, execution and</li> </ul>	<ul style="list-style-type: none"> <li>• Council Constitution – Overview and</li> </ul>

	<p>independent post implementation review</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Ensuring an effective scrutiny or oversight function is in place which provides 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).</li> <li>• Encouraging effective and constructive challenge and debate on policies and objectives to support to support balances and effective decision making</li> <li>• Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement</li> <li>• Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements)</li> </ul>	<p>Scrutiny Procedure Rules</p> <ul style="list-style-type: none"> <li>• Council Constitution – Article 13 – Decision Making</li> <li>• Cabinet report template and clearance processes</li> <li>• Quarterly performance reports aligned to Five Year Plan priorities</li> <li>• Scrutiny work programme</li> <li>• Internal officer boards, including:</li> <li>• Executive Board – reviewing major projects, budget proposals, developing council strategies and policies, providing robust and constructive challenge and monitoring corporate performance, budget and risk.</li> <li>• Budget monitoring processes, including monthly reporting to directorates and quarterly to cabinet.</li> </ul>
<p>Robust internal control</p>	<ul style="list-style-type: none"> <li>• Aligning the risk management strategy and policies on internal control with achieving objectives</li> <li>• Evaluating and monitoring risk management and internal control on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>• Council Constitution – Article 9 Audit and Corporate Governance Committee</li> <li>• Council Constitution – Part</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensuring effective counter fraud and anti-corruption arrangements are in place</li> <li>• Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor</li> <li>• Ensuring an audit committee or equivalent group/ function, which is independent of the executive and accountable to the governing body: <ul style="list-style-type: none"> <li>○ provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment</li> <li>○ that its recommendations are listened to and acted upon</li> </ul> </li> </ul>	<p>5.7 - Anti Fraud Corrupton Strategy and Policy</p> <ul style="list-style-type: none"> <li>• Internal officer boards:</li> <li>• Risk and Audit Board</li> <li>• Corporate Oversight Board</li> <li>• Information governance policies and procedures</li> <li>• Lessons learned on data breaches and annual report to Audit and Corporate Governance Committee</li> <li>• Complaints policy and annual reporting to Audit and Corporate Governance Committee</li> <li>• Internal Audit reports and annual report to Audit and Corporate Governance Committee</li> <li>• External Auditors reports</li> </ul>
Managing data	<ul style="list-style-type: none"> <li>• Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data</li> <li>• Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies</li> <li>• Reviewing and auditing regularly the quality and accuracy of data used in</li> </ul>	<ul style="list-style-type: none"> <li>• Information governance policies and procedures</li> <li>• FOI publication scheme</li> <li>• GDPR / data protection training programme</li> </ul>

	decision making and performance monitoring	
Strong public financial management	<ul style="list-style-type: none"> <li>• Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance</li> <li>• Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls</li> </ul>	<ul style="list-style-type: none"> <li>• Council Constitution – Financial Procedure Rules</li> <li>• Council Constitution – Part 3.6 Scheme of Officer Delegation</li> <li>• Directorate internal schemes of delegation</li> <li>• Budget setting cycle, including MTFS, capital programme and treasury management strategy</li> <li>• Monthly budget monitoring reports to directorates</li> <li>• Quarterly budget monitoring reports to cabinet</li> <li>• Internal officer board Strategic Finance Board</li> <li>• Finance business partner for each directorate</li> <li>• Finance IT system controls</li> </ul>

**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.

Sub Principle	Behaviours and actions demonstrating good governance	How will this be evidenced
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<p>Implementing good practice in transparency</p>	<ul style="list-style-type: none"> <li>• Writing and communicating reports for the public and other stakeholders in a fair, balanced and understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Cabinet template and clearance processes</li> <li>• Business plan templates</li> <li>• Communications strategy and website plan</li> </ul>
<p>Implementing good practices in reporting</p>	<ul style="list-style-type: none"> <li>• Reporting at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way</li> <li>• Ensuring members and senior management own the results reported</li> <li>• Ensuring robust arrangements for assessing the extent to which the principles contained in this framework have been applied and publishing the results on this assessment, including an action plan for improvement and evidence to demonstrate good governance (the annual governance statement)</li> <li>• 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 organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Publication of annual reports and Statement of Accounts on website</li> <li>• Annual Governance Statement published on website</li> <li>• Policy Statement on Corporate Governance reviewed annually</li> <li>• Quarterly reporting to cabinet on budget and performance management</li> <li>• Internal officer board – Executive Board responsible for having an overview of the council’s finances and budget, governance arrangements, monitoring corporate performance, budget and risk.</li> </ul>

<p>Assurance and effective accountability</p>	<ul style="list-style-type: none"> <li>• Ensuring that recommendations for corrective action made by external audit are acted upon</li> <li>• Ensuring an effective internal audit service with direct access to members is in place, providing assurance with regard to governance arrangements and that recommendations are acted upon</li> <li>• Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations</li> <li>• Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement</li> <li>• Ensuring that when working in partnership, arrangements for accountability are clear and the need for wider public accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Audit and Corporate Governance Committee – work programme and reporting cycle</li> <li>• Internal officer board – Risk and Audit Board</li> <li>• Internal audit work programme and reporting mechanisms</li> <li>• Reporting results of peer reviews and inspections to appropriate member level meeting</li> <li>• Annual governance statement process</li> <li>• Internal officer board – Corporate Oversight Board to review connected entity business plans</li> <li>• Statutory partnership boards, including Slough Wellbeing Board, Safer Slough Partnership, Safeguarding Partnerships</li> </ul>
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