

## **North Norfolk District Council**

### **Local Code of Corporate Governance 2024/25**

North Norfolk is a fantastic place to live, work and visit – covering over 360 sq miles of coastal and rural environment, with a population of 103,000 people living in 120 distinct communities, our District is one of England’s top holiday destinations and a place where people positively choose to live, with large numbers of people retiring to the area.

However, despite these positive attributes we also have some big challenges: responding to environmental change, increasing housing supply, supporting economic growth, meeting the challenges of service delivery to rural communities and the needs of both our young people and a rapidly ageing population. Our Corporate Plan sets out our vision for the Council and its work over the four-year period 2023 to 2027. It reflects the essential needs and aspirations of our customers and communities and how we feel the Council can best use its resources to deliver services and outcomes that make a positive difference for everyone who lives in, works in or visits North Norfolk. The Corporate Plan is a strategic document, listing the priorities for council actions for the period 2023 to 2027, giving our shared vision and our values and listing the priority areas on which the council intends to concentrate its efforts:

- Our Greener Future
- Developing our Communities
- Meeting our Housing Need
- Investing in our Local Economy & Infrastructure
- A Strong, Responsible & Accountable Council

The Corporate Plan objectives are achieved by implementing the actions in the Annual Action Plans the Annual Action Plans set out clearly what the Council intends to do. Annual Action Plans for 2023/24, 2024/25 and 2025/26 have been developed, agreed and implemented.

As a Local Authority, we are entrusted with public funds and aim to spend these wisely to improve the outcomes in our District. Our Local Code of Corporate Governance is the framework of policies, procedures, behaviours and values which determine how we work to achieve our priorities, and is based upon the 7 core principles of the International Framework: Good Governance in the Public Sector which are as follows.

- A. Behaving with Integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- B. Ensuring openness and comprehensive stakeholder engagement

In addition to the overarching requirements for acting in the public interest in principles A and B, achieving good governance also requires a commitment to and effective arrangements for:

- C. Defining outcomes in terms of sustainable economic, social and environmental benefits
- D. Determining the interventions necessary to optimise the achievement of the intended outcomes
- E. Developing the entities capacity, including the capacity of its leadership and the individuals within it
- F. Managing risks and performance through robust internal control and strong public financial management.
- G. Implementing good practices in transparency, reporting, and audit, to deliver effective accountability

Good governance supports the Council through:

- Enabling the Council to achieve its objectives in an open and accountable way
- Ensuring decisions are sound and lawful, upholding the Council's reputation and minimising the risk of financial loss
- Ensuring decisions take into account local people's needs and priorities
- Giving the public confidence in the work we do
- Underpinning our Code with our four corporate values which are as follows;
  - Fairness - We respect people and treat everyone fairly
  - Ambition – We welcome new challenges and embrace change
  - Integrity - We are open and honest and listen
  - Resourcefulness - We strive to be efficient with our resources
- Each year, the Council reviews its governance arrangements through the Annual Governance Statement, ensuring these arrangements are adequate and operating effectively. Where reviews identify any gaps in corporate governance, or areas for improvement, recommendations for improvements are made

Principle	What we aim to achieve	The key tools we use to support our compliance
<b>A</b> Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	We are accountable for the money entrusted to us. We can show the decisions we take are appropriate and there are strong processes in place to encourage and enforce compliance with the Council's values and the law.	<ul style="list-style-type: none"> <li>• Codes of Conduct</li> <li>• Constitution</li> <li>• Member/Officer protocol</li> <li>• Corporate Values</li> <li>• Financial Standing Orders</li> <li>• Contract Standing Orders</li> <li>• Staff/Member induction/ training</li> <li>• Appraisal and development systems i.e. Check Ins</li> <li>• Performance Management Framework</li> <li>• Counter-Fraud, Corruption and Bribery Strategy</li> <li>• Whistleblowing Policy</li> <li>• Register of Interests/Gifts</li> <li>• Compliments and Complaints Procedure</li> <li>• Procurement Policy</li> <li>• Partnership Framework &amp; Principles Guidance</li> </ul>
<b>B</b> Ensuring openness and comprehensive stakeholder engagement	Local Government is accountable to its public. We use clear channels of communication to engage with our residents and stakeholders, understanding their needs. We manage expectations and model service delivery to respond to demand.	<ul style="list-style-type: none"> <li>• Customer Service Strategy</li> <li>• Publication of minutes and decision notices</li> <li>• Customer Complaints and Compliments Procedure</li> <li>• Consultation Exercises</li> <li>• Quarterly performance reports</li> <li>• Performance Management Framework</li> <li>• FOI scheme</li> <li>• Council website</li> <li>• Corporate Plan</li> <li>• Committee timetables</li> <li>• Constitution</li> <li>• Statutory provisions</li> <li>• Partnership Framework</li> <li>• Member Bulletin</li> <li>• Staff updates</li> <li>• Intranet</li> <li>• Customer Charter</li> </ul>

Principle	What we aim to achieve	The key tools we use to support our compliance
<b>C</b> Defining outcomes in terms of sustainable economic, social and environmental benefits	We form clear, long-term priorities in line with our long-term ambitions. We balance the competing demands and priorities we face and allocate resources accordingly.	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Annual Action Plans</li> <li>• Annual Service Planning</li> <li>• Budget and Capital Programme</li> <li>• Medium Term Financial Strategy</li> <li>• Asset Management Plan</li> <li>• Risk Management Framework</li> <li>• Business Continuity Plan/ Policy</li> <li>• Programme Management approaches</li> <li>• Equality Impact Assessments</li> <li>• Performance Management Framework</li> <li>• Committee reports</li> <li>• Housing Strategy</li> <li>• Net Zero Strategy &amp; Action Plan</li> <li>• Decarbonisation Oversight Board</li> <li>• Performance and Productivity Oversight Board</li> </ul>
<b>D</b> Determining the interventions necessary to optimise the achievement of intended outcomes	We have robust decision-making processes to ensure defined outcomes can be achieved given the varying demands we face. We monitor our performance and delivery on an ongoing basis to ensure the intended outcomes are achieved.	<ul style="list-style-type: none"> <li>• Committee Work Programmes/ timetables</li> <li>• Consultation exercises</li> <li>• Risk Assessments/ Framework</li> <li>• Procurement Strategy</li> <li>• Reviews of core services</li> <li>• Medium Term Financial Strategy</li> <li>• Performance Management Framework</li> <li>• Partnership Framework and Principles Guidance</li> <li>• Budget framework</li> <li>• Committee reports</li> <li>• Annual Governance Statement</li> <li>• Performance and Productivity Oversight Board</li> </ul>

Principle	What we aim to achieve	The key tools we use to support our compliance
<p><b>E</b> Developing the entity's capacity, including the capability of its leadership and the individuals within it</p>	<p>We invest in our people and work to develop our talent to maximize the potential of the resources we hold. We remain at the forefront of national developments to support our commitment to retaining viability.</p>	<ul style="list-style-type: none"> <li>• Service Reviews</li> <li>• Scheme of Delegation</li> <li>• Performance Management Framework</li> <li>• Peer Reviews</li> <li>• Appraisal and development systems/ i.e. Check Ins</li> <li>• New Ways of Working Policy</li> <li>• Attendance &amp; Absence Policy</li> <li>• Employee Code of Conduct</li> <li>• Equality, Diversity and Inclusion Policy</li> <li>• Asset Management Plan</li> <li>• Partnership Framework and Principles Guidance</li> <li>• Job descriptions</li> <li>• Benchmarking exercises</li> </ul>
<p><b>F</b> Managing risks and performance through robust internal control and strong public financial management</p>	<p>We have robust management information procedures to ensure that outcomes are accurately reported and monitored. We welcome challenges to the way we operate and actively learn to improve the way we deliver.</p>	<ul style="list-style-type: none"> <li>• Risk Management Framework</li> <li>• Business Continuity Plan/ Policy</li> <li>• Team Plans</li> <li>• Overview &amp; Scrutiny Committee</li> <li>• Governance, Risk &amp; Audit Committee (GRAC)</li> <li>• Internal/external audit</li> <li>• Budget Management procedures</li> <li>• Treasury Management Strategy</li> <li>• Debt Management Policies</li> <li>• Health and Safety Policies</li> <li>• Information Management Strategy</li> <li>• Performance Management Framework</li> <li>• Quarterly performance reports</li> <li>• SIRO Officer</li> <li>• Information Management Strategy</li> <li>• Data Protection Policy</li> <li>• Data Quality Policy</li> <li>• Risk Assessments</li> <li>• Corporate Risk Register</li> <li>• Service Risk Register</li> <li>• Performance and Productivity Oversight Board</li> <li>• Major Projects Oversight Board</li> </ul>

Principle	What we aim to achieve	The key tools we use to support our compliance
<b>G</b> Implementing good practices in transparency, reporting and audit, to deliver effective accountability	We proactively make information available to give stakeholders confidence in our decision-making. We have strong systems of oversight, including audit and scrutiny, to maintain accountability for our delivery.	<ul style="list-style-type: none"> <li>• Internal/external audit</li> <li>• External inspection of internal audit</li> <li>• Corporate Governance Frameworks</li> <li>• Annual Governance Statement</li> <li>• Pay Policy Statement</li> <li>• Transparency agenda</li> <li>• Council website</li> <li>• Monitoring Officer's Annual Report</li> <li>• Financial Statements</li> <li>• Overview &amp; Scrutiny Committee</li> <li>• Quarterly performance reports</li> <li>• Local Code of Corporate Governance</li> <li>• Audit protocols</li> <li>• Medium Term Financial Strategy</li> <li>• Performance and Productivity Oversight Board</li> </ul>

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

Local government organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, they can demonstrate the appropriateness of all their actions and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
<b>Behaving with Integrity</b>		
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	The Council has approved Codes of Conduct which are included within induction packs. All officers are part of the Council's performance management framework and expected to perform in line with designated competencies appropriate to their role and job description. The authority's leadership style is underpinned by the Constitution, Policies, Protocols and Codes of Conduct. The values of the organisation are documented and displayed in the Council's offices and on individual monitors. The Council has introduced and encourages public speaking at Committees and has invested in upgrading its website and Intranet, actively managing its content to ensure easy access to information. The Corporate Delivery Unit (CDU) work continuously to further embed these principles.	<ul style="list-style-type: none"> <li>• Constitution</li> <li>• Articles in Members Bulletin</li> <li>• CLT Intranet articles</li> <li>• Corporate briefings held during the year to update staff about key issues and items</li> <li>• Appraisal and Development Scheme/ i.e. Check Ins</li> <li>• Member/Officer Codes of Conduct</li> <li>• Member/Officer Protocol</li> <li>• Whistleblowing policy</li> <li>• Counter Fraud, Corruption and Bribery Strategy</li> <li>• Freedom of Information (statement and publication scheme)</li> <li>• Planning Protocol</li> <li>• Standards Committee</li> <li>• Officer Register of Gifts and Hospitality</li> <li>• Member / Officer Registers of Interests</li> <li>• Annual Governance Statement</li> <li>• Local Code of Corporate Governance</li> <li>• Information and support provided by the Corporate Delivery Unit (CDU)</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
<p>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)</p>	<p>The Corporate Plan sets out our clear vision for the District, and our ambition. This is further supported by our Annual Action Plans which is monitored through the Council's Performance Management Framework/CDU.</p>	<ul style="list-style-type: none"> <li>• Corporate Plan,</li> <li>• Annual Action Plans,</li> <li>• Standards Committee Annual Report,</li> <li>• Model Councillor Code of Conduct</li> <li>• Member/Officer Codes of Conduct,</li> <li>• Member/Officer Protocol,</li> <li>• Whistleblowing Policy,</li> <li>• Counter Fraud, Corruption and Bribery Strategy,</li> <li>• Member / Officer Register of Gifts and Hospitality,</li> <li>• Performance Management Framework,</li> <li>• Complaints and Compliments Procedure,</li> <li>• Information Technology (ICT) Security Policy.</li> </ul>
<p>Leading by example and using these standard operating principles or values as a framework for decision making and other actions</p>	<p>The values of the organisation are well documented and shared on the walls of the Council offices and the Council's log in screen to remind staff every day of the values and behaviours we expect from staff. Our decision making processes are embedded into the Council's Constitution, which is periodically reviewed and endorsed by Councillors. Members are required to make any 'Declarations of Interest' where appropriate.</p>	<ul style="list-style-type: none"> <li>• Corporate Plan,</li> <li>• Constitution,</li> <li>• Member/Officer Codes of Conduct,</li> <li>• Whistleblowing policy,</li> <li>• Counter Fraud, Corruption and Bribery Strategy,</li> <li>• Planning Protocol,</li> <li>• Member/Officer Register of Gifts and Hospitality,</li> <li>• Member/Officer Registers of Interests,</li> <li>• Financial Regulations,</li> <li>• Contract Procedure Rules,</li> <li>• Equality, Diversity and Inclusion Policy,</li> <li>• Member / Officer Induction and Training</li> <li>• Governance, Risk &amp; Audit Committee (GRAC) terms of reference.</li> </ul>



Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
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.	The Council has a number of documents which reinforce its commitment to best practice, including Whistleblowing policies, Counter-fraud and Corruption policies, Registers of Interests and Gifts and Hospitality and Complaints policies. These are all subject to periodic review. New staff are required to review the Council's key policies as part of the induction process and to sign to confirm this has been completed.	<ul style="list-style-type: none"> <li>• Member/Officer Codes of Conduct</li> <li>• Whistleblowing policy</li> <li>• Counter Fraud, Corruption and Bribery Strategy</li> <li>• Planning Protocol</li> <li>• Member / Officer Register of Gifts and Hospitality</li> <li>• Member / Officer Registers of Interests,</li> <li>• Financial Regulations</li> <li>• Contract Procedure Rules</li> <li>• Member / Officer Induction and Training</li> <li>• Governance, Risk &amp; Audit Committee (GRAC) terms of reference</li> <li>• Constitution</li> </ul>
<b>Demonstrating strong commitment to ethical values</b>		
Seeking to establish, monitor and maintain the organisation's ethical standards and performance	<p>The Nolan principles are embedded into Codes of Conduct. The Monitoring Officer produces an Annual Report on the activity of the Standards Committee and its activity to maintain the organisation's standards. Shared values have been developed and are reflected throughout the building including the Intranet.</p> <p>Leadership training has been undertaken between the Corporate Leadership Team and the Management Team to reinforce these values. Internal Audit provides assurance that policies built on ethical standards are being complied with. On-going monitoring of the application and effectiveness of the local standard regime is undertaken.</p>	<ul style="list-style-type: none"> <li>• Staff and Member Briefings</li> <li>• Corporate Plan</li> <li>• Internal &amp; External Audit Reports</li> <li>• Monitoring Officer's Annual Report</li> <li>• Standards Committee (Terms of Reference)</li> </ul>
Underpinning personal behaviours with ethical values and ensuring they permeate all aspects of the organisation's culture and operation	New members and staff are provided inductions, which emphasise areas such as codes of conduct and appropriate behaviours. Ongoing training is then provided, for example through Member training sessions.	<ul style="list-style-type: none"> <li>• Internal Audit Reports</li> <li>• Competency framework</li> <li>• Appraisal system/ i.e. Check In process,</li> <li>• Constitution</li> <li>• Staff &amp; Member training and development</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values	In addition to policies identified above, the Constitution includes specific rules and procedures with respect to procurement; financial governance, and members sitting in a regulatory capacity. These are reviewed and updated on a regular basis.	<ul style="list-style-type: none"> <li>• Constitution</li> <li>• Member/Officer Codes of Conduct</li> <li>• Whistleblowing Policy</li> <li>• Counter Fraud, Corruption and Bribery Strategy</li> <li>• Procurement Strategy</li> </ul>
Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high ethical standards expected by the organisation	As part of Council procurement exercises, service providers are required to provide statements confirming compliance with ethical standards and, for example, anti- money laundering statements. The Partnership Framework and Principles Guidance also further support this.	<ul style="list-style-type: none"> <li>• Council's Website</li> <li>• Constitution</li> <li>• Anti-money Laundering Policy</li> <li>• Procurement Strategy</li> <li>• Individual Partnership / Service Level Agreements</li> <li>• Partnership Framework and Principles Guidance</li> </ul>
<b>Respecting the rule of law</b>		
Ensuring members and staff demonstrate a strong commitment to the rule of law as well as adhering to relevant laws and regulations	The Constitution is regularly updated to include new specific laws and regulations. Staff are required to hold relevant professional qualifications and comply with the law and codes of conduct. The Council has an appointed Monitoring Officer responsible for the maintenance of the Constitution and for guiding members on the information contained therein. The Council has appropriate legal advice both on the specific requirements of legislation and the general responsibilities placed on local authorities by public law. Induction training for new staff includes review of the Council's policies, which include provisions from legislation.	<ul style="list-style-type: none"> <li>• Constitution</li> <li>• Report Template requiring input from Monitoring Officer and S151 Officer (information quality for decision taking) / positive sign off</li> <li>• Legal advice to Licensing and Planning Committees</li> <li>• Statutory Provisions,</li> <li>• Whistleblowing policy</li> <li>• Counter Fraud, Corruption and Bribery Strategy</li> <li>• Data Protection Policy</li> <li>• GDPR guidance and training</li> <li>• IT Security Policy</li> <li>• ICT Waste Disposal Policy</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
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	Staff are provided with key legal changes where relevant in addition to the Council holding a number of subscriptions to services to ensure staff are provided with appropriate professional support. Members making regulatory decisions are provided with training to ensure they are sufficiently aware of the legal requirements of their role. Areas for focus are highlighted as part of the appraisal process/ i.e. Check Ins and provided as part of the corporate training plan.	<ul style="list-style-type: none"> <li>• Constitution</li> <li>• Monitoring Officer Provisions / Protocol</li> <li>• Report Template requiring input from Monitoring Officer and S151 Officer (information quality for decision taking) / positive sign off</li> <li>• Availability of legal advice to Licensing and Planning Committees</li> <li>• Appraisal framework/.e. Check In process</li> <li>• Job descriptions</li> <li>• Committee Terms of Reference</li> <li>• Training for statutory officers</li> </ul>
Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders	There are clear, defined decision making processes within the Council to ensure that all appropriate options are considered prior to any decisions being made.	<ul style="list-style-type: none"> <li>• Monitoring Officer Provisions / Protocol</li> <li>• Report Template</li> <li>• Standing Orders</li> <li>• Complaints and Compliments Procedures</li> <li>• Investigations</li> <li>• Records of Delegated Authority decisions</li> <li>• Planning protocol</li> <li>• Project Management Framework and processes</li> </ul>
Dealing with breaches of legal and regulatory provisions effectively	The Monitoring Officer and Section 151 Officer are informed of all key decisions to be made and any such occurrences are reported as required. These officers are nominated officers under the Whistleblowing Policy and are available to officers and Members for advice	<ul style="list-style-type: none"> <li>• Monitoring Officer Provisions / Protocol,</li> <li>• Records of Delegated Authority decisions</li> <li>• Constitution</li> <li>• Standing Orders</li> <li>• Whistleblowing Policy</li> </ul>
Ensuring corruption and misuse of power are dealt with effectively	The Council has a well-established Counter Fraud, Corruption and Bribery Strategy, access to which is available on the Intranet.	<ul style="list-style-type: none"> <li>• Counter Fraud, Corruption and Bribery Strategy</li> <li>• Whistleblowing Policy</li> <li>• Constitution</li> </ul>

## 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.

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
<b>Openness</b>		
Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness	The Council has a clear vision, demonstrated through its Corporate Plan. The website has undergone a number of improvements and provides a large amount of information to the public, including a section dedicated to the requirements of the Transparency Code. The Council has an FOI policy in place.	<ul style="list-style-type: none"> <li>• Constitution</li> <li>• Stakeholder Identification</li> <li>• Performance Management Framework</li> <li>• Satisfaction Surveys</li> <li>• Councillor Call to Action</li> <li>• Council Tax online information</li> <li>• Norfolk Crime and Disorder Partnership</li> <li>• Council's Website including consultations page</li> </ul>
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	All Committee reports are prepared using pre-agreed templates. If a Cabinet meeting has to consider anything under Part 2 business the press/public will be excluded for that item but the reasons for this need to be justified and is often on the basis of commercial sensitivity.	<ul style="list-style-type: none"> <li>• Meeting minutes</li> <li>• Statutory Provisions</li> <li>• Council's Website</li> <li>• Forums and Partnerships</li> <li>• Direct communication with Parish &amp; Town Councils</li> </ul>
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	The Committee schedule is prepared in advance of the year and is then subject to negotiation with key officers to ensure timely decisions can be made. All Committee reports are subject to pre-approval procedures, including pre-meetings with key members and consultation with portfolio holders to ensure relevant matters have been taken into account. Reports are based on agreed templates and must record key considerations and decisions.	<ul style="list-style-type: none"> <li>• Committee timetable</li> <li>• Council's Website</li> <li>• Constitution</li> <li>• Report template</li> <li>• Meeting minutes</li> <li>• Input from Monitoring Officer/S151 Officer</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action	The Council adapts its consultation procedures according to the relevant decision being made with the public on planning decisions. Decisions are considered on a case by case basis and in line with legal requirements	<ul style="list-style-type: none"> <li>• Planning protocols</li> <li>• Legal requirements</li> <li>• Consultation workshops</li> <li>• Direct communication with Parish &amp; Town Councils</li> <li>• Local Development Framework</li> <li>• Council's Website including consultations page</li> </ul>
<b>Engaging comprehensively with institutional stakeholders</b>		
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	Engagement practices are adapted to the environment rather than operating to a pre-defined strategy. Where appropriate, particularly where major change occurs that is likely to have a significant impact on the public, communication plans are developed to tailor engagement and to plan for responding to particular circumstances.	<ul style="list-style-type: none"> <li>• Consultation workshops</li> <li>• Local Development Framework consultation</li> <li>• Council's website</li> <li>• Direct communication with Parish &amp; Town Councils</li> <li>• Support of a Youth Council</li> </ul>
Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively	This is an inherent part of the Council's operation. Partnerships are developed to support service delivery and link to activities within the Corporate Plan and Team Plans. Partnerships are subject to periodic review to ensure they remain effective and deliver Council outcomes.	<ul style="list-style-type: none"> <li>• Partnership Framework and Principles Guidance</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
<p>Ensuring that partnerships are based on: trust a shared commitment to change a culture that promotes and accepts challenge among partners</p> <p>and that the added value of partnership working is explicit</p>	<p>Partnerships are based on the Partnership Framework and Principles Guidance and include a Service Level Agreement (SLA) where appropriate.</p> <p>Each Partnership will normally have a defined agreement (SLA etc), which will detail the nature of the working relationship and how it operates, including any governance arrangements.</p> <p>Managers are accountable for ensuring the successful operation and monitoring of partnerships.</p>	<ul style="list-style-type: none"> <li>Partnership Framework and Principles Guidance</li> <li>Team Plans</li> <li>Self-Assessment Assurance Statements</li> </ul>
Engaging with individual citizens and service users effectively		
<p>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.</p>	<p>The Council has policies and protocols regarding communicating with the public in place.</p>	<ul style="list-style-type: none"> <li>Website - consultations page,</li> <li>Media protocol</li> <li>Social Media Management Policy and Guidance</li> <li>Social Media Policy</li> </ul>
<p>Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement</p>	<p>Communications come through various forms. Communication Plans are developed for more significant changes that will have an impact on the public.</p> <p>Members receive a monthly bulletin informing them of key events ongoing in the Council of which they need to be aware. Key messages to staff are delivered through quarterly All Staff Briefings, fortnightly CLT updates and other information placed on the Intranet.</p>	<ul style="list-style-type: none"> <li>Members Bulletin</li> <li>Website</li> <li>CLT briefings</li> <li>Intranet</li> <li>Community Engagement Strategy</li> <li>Media protocol</li> <li>Social Media Management Policy and Guidance</li> <li>Social Media Policy</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs	As above, engagement comes through a variety of forms Specific decisions will be subject to consultation – for example, the Local Plan Process has various forms of communication and engagement to ensure the public and wider stakeholders are fully consulted.	<ul style="list-style-type: none"> <li>• Planning Local Plan Review process/protocols</li> <li>• Consultation workshops (North Walsham HAZ)</li> <li>• Website consultations page</li> </ul>
Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account	The Council welcomes customers to raise concern or compliments with any aspect of service provision. All complaints and compliments are recorded on a corporate database. A summary of complaints and compliments is reported on via a quarterly statement with decisions fed back to stakeholders.	<ul style="list-style-type: none"> <li>• Customer Complaints and Compliments Procedure</li> <li>• Customer Service Strategy</li> <li>• Website consultations pages</li> </ul>
Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity	This seeks to primarily address how the council can deal with competing demands in a community. The primary competing demand for the Council is the decreasing level of Council resources versus demands from customers for a high level of service.	<ul style="list-style-type: none"> <li>• Equality, Diversity and Inclusion Policy</li> <li>• Equality Impact Assessments (EQIA's)</li> <li>• Community Engagement Strategy</li> </ul>
Taking account of the impact of decisions on future generations of tax payers and service users	This is considered on a case by case basis and balancing the various needs within the Council.	<ul style="list-style-type: none"> <li>• Committee reports</li> <li>• Budget setting process including a residents survey of priorities for the Council</li> <li>• Equality Impact Assessments (EQIA's)</li> </ul>

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

The long-term nature and impact of many of local government's responsibilities mean that it should define and plan outcomes and that these should be sustainable.

Decisions should further the authority's purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
<b>Defining outcomes</b>		
Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions	The Council's Corporate Plan clearly identifies the organisation's vision and purpose. This is supplemented by the Annual Action Plans which identify specific objectives and is reported upon regularly throughout the year. The Team Planning process is directly linked to these plans, and set out specific activities to achieve outcomes in the Plan. Each activity is linked to defined corporate plan objectives which then cascades into individual performance and Team Plan objectives and delivery is monitored and supported by the Corporate Delivery Unit (CDU). In July 2021 the Council approved the Housing Strategy 2021-2025. In February 2022 Full Council approved the Net Zero Strategy & Action Plan which details the Council's commitment to achieving net-zero by 2030. In 2024 the Council set up three Oversight Boards, the Performance and Productivity Oversight Board, Major Projects Oversight Board and the Decarbonisation Oversight Board.	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Annual Action Plans</li> <li>• Team Plans</li> <li>• Performance and Risk Frameworks</li> <li>• Appraisal framework/i.e. Check Ins</li> <li>• CDU</li> <li>• Housing Strategy 2021 – 2025</li> <li>• Net Zero Strategy &amp; Action Plan</li> <li>• Oversight Boards agendas and notes</li> </ul>
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	The Corporate Plan 2023-27, Annual Action Plans and Team Plans identify specified performance measures to evaluate how the organisation will deliver its priorities and benefit its local environment and this is reported on regularly throughout the year. The performance measures are currently under review (April 2024).	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Annual Action Plans</li> <li>• Team Plans</li> <li>• Quarterly performance reporting</li> </ul>



Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
Delivering defined outcomes on a sustainable basis within the resources that will be available	Team Plan and budget setting processes are integrated and identify the level of cost and resources required to deliver the activity. There are frequent updates to committees in terms of budget monitoring and also performance against the objectives contained within the Annual Action Plans to demonstrate how the Council is delivering against its objectives. In 2024 the Council set up three Oversight Boards, the Performance and Productivity Oversight Board, Major Projects Oversight Board and the Decarbonisation Oversight Board.	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Annual Action Plans</li> <li>• Team Plans</li> <li>• Performance and Risk Frameworks</li> <li>• Budget monitoring protocols and reports</li> <li>• Committee reports</li> <li>• Medium Term Financial Strategy</li> </ul>
Identifying and managing risks to the achievement of outcomes	<p>The Council has an agreed Risk Management Policy &amp; Framework, and has embedded reporting of risk (to the Governance, Risk and Audit Committee and the Corporate Leadership Team (CLT)) alongside its performance and financial reporting to ensure these are reviewed on an ongoing basis.</p> <p>Individual Team Plans and key decisions are subject to risk assessment at the time to ensure that issues have been raised and mitigation plans developed.</p>	<ul style="list-style-type: none"> <li>• Risk Management Policy &amp; Framework</li> <li>• CLT reports and minutes</li> <li>• Committee reports</li> <li>• Risk registers for major projects such as the re-provision of the Splash/Reef leisure complex</li> </ul>
Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available	The Delivery Plan and Team Plans define established performance measures to monitor how services are provided and the outcomes achieved. Team Planning helps to determine how resources should be allocated to defined activities, as well as the core 'business as usual' service delivery. The plans and the Customer Charter help to set expectations to service users on their potential user experience.	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Annual Action Plans</li> <li>• Team Plans</li> <li>• Performance and Risk Frameworks</li> <li>• Budget process</li> <li>• Medium Term Financial Strategy</li> <li>• Customer Charter</li> <li>• Customer Service Strategy</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
<b>Sustainable economic, social and environmental benefits</b>		
Considering and balancing the combined economic, social and environmental impact of policies and plans when taking decisions about service provision	The Council takes into account a wide range of factors when considering the impact of policies and plans when making decisions about service delivery. For example, the capital bidding process requires managers to complete a capital budget template which details not only the cost of their proposals but also any wider benefits in terms of service delivery, environmental enhancements etc. This is supported by the Capital Strategy and the budget framework and monitoring processes.	<ul style="list-style-type: none"> <li>• Medium Term Financial Strategy</li> <li>• Capital bidding process</li> <li>• Budget framework</li> <li>• Capital Strategy</li> <li>• Equality, Diversity and Inclusion Policy</li> <li>• Net Zero Strategy &amp; Action Plan</li> <li>• Decarbonisation Oversight Board agendas and notes</li> </ul>
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	All decision making should be linked to the Council's longer term Corporate Plan and Medium Term Financial Strategy. The Team Planning process helps to support this in that all activities should be identified in the Team Plan and any additional activities would have to be subject to appropriate consideration, taking into account the ability to deliver already identified priorities. This can be evidenced through decisions taken at Cabinet.	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Medium Term Financial Strategy</li> <li>• Budget setting process</li> <li>• Annual Outturn report</li> <li>• Team Plans</li> <li>• Committee reports</li> </ul>
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	Decisions made have to necessarily balance the public interest and achievement of outcomes, as can be evidenced through various committee reports.	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Committee reports and minutes</li> <li>• Annual Governance Statement</li> <li>• Net Zero Strategy &amp; Action Plan</li> <li>• Decarbonisation Oversight Board agendas and notes</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
Ensuring fair access to services	The Council evaluates equality impacts as appropriate within its decision making, ensuring due regard is given to enabling groups to access services. Our Customer Strategy seeks to support this through identifying how customers access services and ensuring that the Council's service provision responds to this.	<ul style="list-style-type: none"> <li>• Equality, Diversity and Inclusion Policy</li> <li>• Equality Impact Assessments (EQIA's) and guidance</li> <li>• Statutory guidance</li> <li>• Customer Service Strategy</li> </ul>

## 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.

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
<b>Determining interventions</b>		
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	This can be evidenced through papers presented to Cabinet and to the Council's Overview & Scrutiny Committee which helps to ensure this is put into practice by engaging with members at the earliest possible stage in the development of plans and strategies, enabling their input into the potential options and ensuring these have been considered before key decisions are made.	<ul style="list-style-type: none"> <li>• Committee reports and minutes</li> <li>• Report template</li> </ul>
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	This is evidenced through the consultation processes involved with the update of the Local Plan. The Council's Medium Term Financial Strategy also enables the Council to prioritise competing demands with limited resources. Budget consultation also takes place.	<ul style="list-style-type: none"> <li>• Medium Term Financial Strategy</li> <li>• Local Plan protocols</li> <li>• Council website consultations pages</li> <li>• Corporate Plan Annual Action Plans</li> </ul>
<b>Planning interventions</b>		
Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets	The annual committee programme is developed in advance of the calendar year. Pre-Committee meetings discuss forthcoming reports with key officers and members to ensure these are programmed, with each Committee having its own specified work programme. There are clear programmes in place for the business planning and financial planning cycle, which are complementary to each other.	<ul style="list-style-type: none"> <li>• Committee timetables and work plans</li> <li>• Committee reports</li> <li>• Budget setting framework</li> <li>• Corporate Plan process</li> <li>• Team Planning process</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered	This is a necessary part of our planning, and can be evidenced through the ongoing work on the development of the new Local Plan.	<ul style="list-style-type: none"> <li>• Council website consultations page</li> <li>• Local Plan protocols</li> </ul>
Considering and monitoring risks facing each partner when working collaboratively including shared risks	This is a necessary part of planning for partnership working. Each partnership has associated protocols or agreements (SLA's) to outline how it will operate, which would be subject to agreement with each partner to ensure their risks and challenges have been taken into account.	<ul style="list-style-type: none"> <li>• Partnership Framework and Principles Guidance</li> <li>• Risk Management Policy &amp; Framework</li> </ul>
Ensuring arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances	Change procedures, poor performance and termination is embedded into agreements and contracts to ensure that the Council is not locked into arrangements which are not effective. Performance targets for individuals and partnerships are reviewed regularly and incorporated within Team Plans.	<ul style="list-style-type: none"> <li>• Partnership Framework and Principles Guidance</li> <li>• Performance and Risk Management Frameworks,</li> <li>• Contract key performance indicators (KPIs)</li> </ul>
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	This is firmly embedded into the Corporate Plan and Team Planning process. Each year, and then as part of quarterly reporting, key performance indicators are subject to review to ensure to introduce new / amendments to the indicators, and ensure they remain SMART.	<ul style="list-style-type: none"> <li>• Annual Action Plans</li> <li>• Team Plans</li> <li>• Quarterly performance reports</li> </ul>
Ensuring capacity exists to generate the information required to review service quality regularly	The Council has a Policy & Performance Manager who works with officers and Members to monitor and track performance cascading down from the Corporate Plan, Annual Action Plans and into the Team Plans. There are quarterly performance reports to Committee to monitor performance, highlighting any corrective action that might be required where appropriate. The Performance and Productivity Oversight Board ensures the Performance Management Framework is adhered to.	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Annual Action Plans</li> <li>• Team Plans</li> <li>• Quarterly reports</li> <li>• Performance Management Framework</li> <li>• Performance and Productivity Oversight Board agendas and notes</li> <li>• Regular reporting to the public on the Council website</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
Preparing budgets in accordance with objectives, strategies and the medium term financial plan	The Budget and Team Planning process is fully integrated, with priorities cascading down from the Corporate Plan and Annual Action Plans into Team Plans. Managers develop their budgets and resource requirements with the finance team to ensure these objectives are deliverable.	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Annual Action Plans</li> <li>• Team Plans</li> <li>• Budget setting process</li> <li>• Committee reports</li> <li>• Medium Term Financial Strategy</li> </ul>
Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy	The Team Planning and budget cycles are fully integrated and informed by the production of the Medium Term Financial Strategy, which sets out how the Council will address the future funding challenges.	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Annual Action Plans</li> <li>• Team Plans</li> <li>• Budget setting process</li> <li>• Committee reports</li> <li>• Medium Term Financial Strategy</li> </ul>
Optimising achievement of intended outcomes		
Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints	The Medium Term Financial Strategy is updated ahead of the Team Planning and budget setting process to ensure it remains deliverable. Budgets and Team Plans are then based on this work to take account of any potential issues as required.	<ul style="list-style-type: none"> <li>• Team Plans</li> <li>• Budget setting process</li> <li>• Committee reports</li> <li>• Medium Term Financial Strategy</li> </ul>
Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term	As above, the budget and Team Planning process comprehensively links service demands and activities to the projected cost of service delivery.	<ul style="list-style-type: none"> <li>• Team Plans</li> <li>• Budget setting process</li> <li>• Committee reports</li> <li>• Medium Term Financial Strategy</li> </ul>
Ensuring the medium term financial strategy sets the 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	This is covered within the Council's Medium Term Financial Strategy which considers issues of ongoing service delivery costs and issues in the context of the ever changing external environment to ensure resources are optimised and that efficiency plans are developed where appropriate.	<ul style="list-style-type: none"> <li>• Team Plans</li> <li>• Budget setting process</li> <li>• Committee reports</li> <li>• Medium Term Financial Strategy</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
Ensuring the achievement of 'social value' through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is "the additional benefit to the community...over and above the direct purchasing of goods, services and outcomes"	<p>The Council has committed, through its Procurement Strategy, to supporting social value.</p> <p>The completed procurement for the waste contract helps to demonstrate this with some of the scoring being allocated to Social Value.</p>	<ul style="list-style-type: none"> <li>• Procurement Strategy</li> <li>• Leisure tender documents</li> <li>• Community Asset Transfer Policy</li> <li>• Equality, Diversity and Inclusion Policy</li> </ul>

## **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 mindset, 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 fulfill its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an authority operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of the leadership of individual staff members. Leadership in local government is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.

<b>Behaviours and actions that can demonstrate this</b>	<b>How we put this into practice</b>	<b>Source Documents</b>
<b>Developing the entity's capacity</b>		
Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness	All changes in staffing are subject to robust procedures to ensure that resources are right for the relevant service. The Council has a defined Asset Management Plan supported by a number of other policy and supporting documents including; the Commercial Property Strategy, The Land and Property Acquisition Policy, The Land and Property Disposal Policy, Assets of Community Value procedure and guidance, Asset Proposal process and use of Council property assets for events. This suite of documents was reviewed, updated and agreed by Committee in March 2018. All of these policies and guidance documents combine to help ensure that property assets are effectively utilised while supporting the Council's developing financial sustainability and growth agenda which is a key theme within the Council's Corporate Plan.	<ul style="list-style-type: none"><li>• Asset Management Plan</li><li>• Land and Property Disposal Policy</li><li>• Commercial Property Investment Strategy,</li><li>• The Land and Property Acquisition Policy,</li><li>• Assets of Community Value procedure and guidance,</li><li>• Asset Proposal process</li><li>• Use of Council property assets for events</li><li>• Corporate Plan</li></ul>
Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that defined outcomes are achieved effectively and efficiently	The Council participates in peer reviews to support further improvements. Benchmarking using LG Inform data takes place on a regular basis.	<ul style="list-style-type: none"><li>• Peer reviews</li><li>• Benchmarking reports</li><li>• Business Planning Reviews</li></ul>



Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
Recognising the benefits of partnerships and collaborative working where added value can be achieved	Partnership agreements are subject to a robust review to ensure they deliver against Council priorities. Services are required to identify within business planning processes the financial resources required to deliver through partnership means as opposed to internal service delivery.	<ul style="list-style-type: none"> <li>• Partnership Framework and Principles Guidance</li> <li>• Team Plans</li> <li>• Budget protocols</li> </ul>
Developing the capability of the entity's leadership and other individuals		
Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained	The Corporate Plan 2023 – 2027 has been agreed and adopted, the Annual Action Plan 2024-25 is being implemented and the Annual Action Plan 2025-26 agreed. The Chief Executive has regular meetings with the Leader and also the Leaders of the two other Groups and continue to hold Business Planning meetings to discuss forthcoming issues and reports. These meetings help to clarify objectives and outcomes at an early stage and are supported by the various Cabinet and Portfolio Members. They are strongly empowered to support Portfolio Holders and Assistant Directors in developing their roles and relationships.	<ul style="list-style-type: none"> <li>• Job descriptions</li> <li>• Protocol on Member Officer relations</li> <li>• Working Arrangements Protocols within the Constitution</li> <li>• Member training</li> <li>• LGA support</li> <li>• Corporate Plan</li> <li>• Annual Action Plans</li> </ul>
Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body	The Council has a Scheme of Delegation which is periodically reviewed to ensure it remains current. A Constitution review is undertaken regularly. Standing Orders and Financial Regulations are also periodically reviewed. This process is undertaken by the Constitution Working Party.	<ul style="list-style-type: none"> <li>• Constitution</li> <li>• Constitution Working Party</li> </ul>
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	As outlined above, the relationship between the Chief Executive and Leader are clear as regards their respective roles and responsibilities are clearly defined.	<ul style="list-style-type: none"> <li>• Job descriptions</li> <li>• Member and Officer Protocols,</li> <li>• Working Arrangements Protocols</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
<p>Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by:</p> <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 support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis</li> <li>ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external</li> </ul>	<p>The Council has been well recognised for developing the leadership of staff at all levels in the organisation. A robust performance programme is in place to encourage open and honest communication with staff, enable effective performance management discussions and identify future development needs. This is fully supported by the Appraisal Framework/ i.e. Check In process which is fully embedded within the Council's processes. Training requirements flowing from the appraisal/ i.e. Check In process feed into the corporate training needs assessment undertaken by the HR team. Members are provided induction training on commencing their roles at the Council and encouraged to identify training needs. Ongoing training is held on a knowledge and competency basis, enabling members to develop their skills at all levels. An annual member training programme is produced to support their development.</p>	<ul style="list-style-type: none"> <li>Appraisal framework/ i.e. Check Ins</li> <li>Corporate Training programme</li> <li>Service specific training requirements</li> <li>Skillgate</li> <li>Training update courses/briefings</li> <li>Staff/Member induction protocols</li> <li>Briefings for Members</li> </ul>
<p>Ensuring that there are structures in place to encourage public participation</p>	<p>The Council welcomes members of the public to engage in decision making. Notice of Council meetings is published on our website with information about how a member of the public may participate, with meetings being held in public where possible and consultations undertaken on relevant decisions.</p>	<ul style="list-style-type: none"> <li>Committee minutes</li> <li>Website consultations pages</li> <li>E democracy channels</li> </ul>
<p>Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections</p>	<p>The Council periodically has peer reviews and takes part in benchmarking and other relevant processes to evaluate leadership effectiveness. Feedback is welcomed and considered to ensure that it can be implemented.</p>	<ul style="list-style-type: none"> <li>Peer review</li> <li>Appraisal framework/ i.e. Check Ins</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
Holding staff to account through regular performance reviews which take account of training or development needs	The Council has a clearly defined performance and appraisal system which is now further supported by the Check In process which involves regular quarterly catch ups as part of an ongoing performance discussion. Objectives and personal development plans are established for staff at all levels.	<ul style="list-style-type: none"> <li>• Appraisal framework/ i.e. Check Ins</li> </ul>
Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing	The Council places strong emphasis on employee health and wellbeing. The Council's Staff Focus Group and the Health and Wellbeing Group help senior leadership implement health and wellbeing initiatives; such as active workplace events which staff are encouraged to take part in at all levels. There is a section dedicated to Health and Wellbeing on the Council's Intranet which staff and Members can access.	<ul style="list-style-type: none"> <li>• Health and Wellbeing Group agendas and minutes</li> <li>• Staff Focus Group</li> <li>• Various HR policies and strategies</li> <li>• Intranet</li> </ul>

## **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 crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision making activities.

A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability. It is also essential that a culture and structure for scrutiny is in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful service delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
<b>Managing risk</b>		
<p>Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making</p>	<p>The Council has an agreed Risk Management Policy &amp; Framework and risk is managed by CLT along with the Governance, Risk and Audit Committee (GRAC). The Committee report templates which must be used for all Committee reports include a specific section on risk and staff and managers are encouraged to raise risks, and how these should be managed/mitigated as part of key decision making processes. At an operational level, staff are encouraged to take personal accountability for risks. Risk reviews are held in each service at least twice a year with significant risks assessed for inclusion in the Corporate Risk Register. The Council has a Business Continuity Management Framework and Business Continuity Policy with Business Continuity Plans in place for key service areas which are subject to annual review. Specific risk training has been undertaken with Members including establishing the Council's risk appetite. The Corporate Delivery Unit (CDU) will also strengthen this area. In 2024 the Council set up three Oversight Boards, the Performance and Productivity Oversight Board, Major Projects Oversight Board and the Decarbonisation Oversight Board. The Performance and Productivity Oversight Board has responsibility for ensuring the Risk Management Policy and Framework is being implemented.</p>	<ul style="list-style-type: none"> <li>• GRAC reports/ minutes</li> <li>• Committee report template</li> <li>• Health and Safety Policy</li> <li>• Risk assessments</li> <li>• Business Continuity Policy</li> <li>• Business Continuity Management Framework</li> <li>• Business Continuity Plans</li> <li>• CLT reports/ minutes</li> <li>• Risk Management Policy &amp; Framework</li> <li>• Corporate Risk Registers</li> <li>• Corporate Delivery Unit (CDU)</li> <li>• Performance and Productivity Oversight Board agendas and notes</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
Implementing robust and integrated risk management arrangements and ensuring that they are working effectively	The Risk Management Policy & Framework has been agreed through the relevant decision making processes and is subject to regular review and updating. On a quarterly basis, key risks are formally evaluated and monitored by the Governance, Risk and Audit Committee (GRAC), however services are expected to maintain a watching brief on all operational level risks on a daily basis. In addition, Risk reviews are held in each service at least twice a year with significant risks assessed for inclusion in the Corporate Risk Register. Health and Safety risks are also monitored.	<ul style="list-style-type: none"> <li>• GRAC reports/minutes</li> <li>• Health and Safety Policy</li> <li>• Risk assessments</li> <li>• Business Continuity Policy</li> <li>• Business Continuity Management Framework</li> <li>• Business Continuity Plans</li> <li>• CLT reports/ minutes</li> <li>• Corporate Risk Register</li> <li>• Risk Management Policy &amp; Framework</li> <li>• Service risk template</li> <li>• Corporate risk template</li> <li>• Risk registers for major projects (The Reef / North Walsham HAZ)</li> </ul>
Ensuring that responsibilities for managing individual risks are clearly allocated	Each risk within the Corporate Risk Register has been formally allocated to individual responsible owners. Service risks are owned by the relevant service manager.	<ul style="list-style-type: none"> <li>• Corporate Risk Register</li> <li>• Risk Management Policy &amp; Framework</li> <li>• Risk registers for major projects (The Reef / North Walsham HAZ)</li> <li>• Service risk registers</li> </ul>
Managing performance		
Monitoring service delivery effectively including planning, specification, execution and independent post implementation review	The Annual Action Plan and Team Planning process identifies performance measures for services. Services are subject to periodic review to ensure delivery remains efficient and effective. CLT and the Cabinet Working Party, considers and monitors key corporate projects in terms of key project aims, targets/benefits, milestones, progress, risks, financial position etc. At the end of projects there is a formal review process to consider 'lessons learnt' that can be fed back into future projects.	<ul style="list-style-type: none"> <li>• Annual Action Plans</li> <li>• Quarterly performance reports to Cabinet and Overview &amp; Scrutiny Committee</li> <li>• Team Plans</li> <li>• Performance Management Framework</li> <li>• Project Management Framework</li> <li>• Project Proposal Documents</li> <li>• Project Initiation Documents (PIDs)</li> <li>• Project review documents</li> <li>• Risk Management Policy &amp; Framework</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
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	Quarterly reporting of risks at a strategic level highlights core risk factors that may influence the council's ability to deliver objectives over the longer term. Significant decisions are subject to robust challenge and clear processes to ensure that all relevant factors have been considered.	<ul style="list-style-type: none"> <li>• CLT</li> <li>• GRAC reports/minutes</li> <li>• Committee report template</li> <li>• Budget planning process</li> <li>• Corporate Risk Register</li> <li>• Risk Management Policy &amp; Framework</li> </ul>
Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible	The Council's Overview and Scrutiny Committee operates to scrutinise, challenge and debate policies and objectives. The Committee also has its own work programme and will often review previous initiatives to ensure that decisions have been implemented as intended and clear benefits have resulted.	<ul style="list-style-type: none"> <li>• Overview and Scrutiny Committee reports and minutes</li> <li>• Overview and Scrutiny Committee terms of reference</li> <li>• Member training</li> </ul>
Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement	Quarterly reports are presented to Cabinet containing updates on finance, performance and risks for the Council's agreed plans. In 2024 the Council set up three Oversight Boards, the Performance and Productivity Oversight Board, Major Projects Oversight Board and the Decarbonisation Oversight Board. The Performance and Productivity Oversight Board has responsibility for ensuring the Performance Management Framework is being implemented.	<ul style="list-style-type: none"> <li>• Cabinet reports and minutes</li> <li>• Committee timetable</li> <li>• Performance and Productivity Oversight Board agendas and notes</li> </ul>
Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements)	The quarterly budget reports evaluate budgetary positions, seeking approval to significant variances and highlighting major changes to agreed programmes. The final quarter reports then seek to align financial reporting with the outturn position.	<ul style="list-style-type: none"> <li>• Budget reports</li> <li>• Outturn report</li> <li>• Financial Statements</li> <li>• Financial Standing Orders</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
<b>Robust internal control</b>		
Aligning the risk management strategy and policies on internal control with achieving objectives	The Risk Management Policy & Framework seeks to establish how organisational risk is managed. Risks form the basis of internal control evaluation through the annual audit programme and will be subject to ongoing evaluation through each programmed internal audit.	<ul style="list-style-type: none"> <li>• Risk Management Policy &amp; Framework</li> <li>• Internal Audit Plan</li> <li>• Audit reports</li> <li>• External review of effectiveness</li> <li>• Annual Governance Statement</li> <li>• Internal Audit Annual Report and Opinion</li> <li>• Local Code of Corporate Governance</li> </ul>
Evaluating and monitoring risk management and internal control on a regular basis	<p>Corporate Risks are subject to quarterly reviews, and the Risk Management Policy &amp; Framework is periodically reviewed to ensure it remains current.</p> <p>The internal audit programme is subject to an annual review and formal review, with planning over the longer term, balancing the Council's priorities and risks. The GRAC undertake regular self- assessments of their performance, regular updates on progress towards the audit plan and implementation of recommendations are provided to the Committee on a quarterly basis along with an Annual Report and Opinion. The internal audit contract is also subject to an external quality control review.</p>	<ul style="list-style-type: none"> <li>• GRAC self-assessment</li> <li>• Risk Management Policy &amp; Framework</li> <li>• Internal Audit Plan</li> <li>• Audit reports</li> <li>• External review of effectiveness</li> <li>• Head of Internal Audit Statement of Compliance</li> <li>• Annual Governance Statement</li> <li>• Internal Audit Annual Report and Opinion</li> <li>• Local Code of Corporate Governance</li> </ul>
Ensuring effective counter fraud and anti-corruption arrangements are in place	The Council takes part in national initiatives to reduce the potential for fraud and to identify fraud that may have occurred. It has completed a counter fraud assessment and has identified areas at risk and considered appropriate steps and mitigation	<ul style="list-style-type: none"> <li>• Counter Fraud, Corruption and Bribery Strategy</li> <li>• National Fraud Initiatives</li> </ul>



Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor	The Council is part of the Norfolk Internal Audit Consortium. Internal Audit plans are developed and the Internal Audit Service is resourced according to these plans.	<ul style="list-style-type: none"> <li>• External review of effectiveness</li> <li>• Annual Governance Statement</li> <li>• Internal Audit Annual Report and Opinion</li> <li>• Head of Internal Audit Statement of Compliance</li> <li>• Local Code of Corporate Governance</li> </ul>
Ensuring an audit committee or equivalent group/ function which is independent of the executive and accountable to the governing body: provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment that its recommendations are listened to and acted upon	The Council has elected to develop the Governance, Risk and Audit Committee (GRAC) to have oversight of internal control while taking responsibility for good governance practice. The Committee has strong oversight and is empowered to hold the organisation to account.	<ul style="list-style-type: none"> <li>• GRAC terms of reference</li> <li>• GRAC reports and minutes</li> <li>• Member training</li> <li>• GRAC self-assessment</li> </ul>
<b>Managing data</b>		
Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data	The Council has a Data Protection Policy and a Data Quality Policy and is also Public Sector Network Code of Connection Compliant (PSN), to ensure the most sensitive data it holds is held securely. The Council also has a designated Data Protection Officer and a procedure for dealing with any personal data breaches. This is further supported by the Council's IT Security Policy. The Council has a Senior Information Risk Officer (SIRO) with the Director for Communities being assigned to this role. A SIRO role description identifies key responsibilities, further supported by the Information Risk Policy and the General Data Protection Regulations (GDPR) requirements.	<ul style="list-style-type: none"> <li>• Data Protection Policy</li> <li>• Data Quality Policy</li> <li>• IT Security Policy</li> <li>• PSN compliance</li> <li>• SIRO role description</li> <li>• Information Risk Policy</li> <li>• Internal audit</li> </ul>
Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies	Information sharing is subject to defined information sharing protocols. The legal department has specialist knowledge in information governance	<ul style="list-style-type: none"> <li>• Data Protection Policy</li> <li>• Data Quality Policy</li> <li>• IT Security Policy</li> <li>• PSN compliance</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring	The Council does not have formal data validation programmes, however data validity and quality is evaluated through internal audit assessment and during the BPR service review work.	<ul style="list-style-type: none"> <li>• BPR protocols</li> <li>• Data Quality Policy</li> <li>• Audit reports</li> </ul>
<b>Strong public financial management</b>		
Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance	This is embedded into the Medium Term Financial Strategy, which has been developed alongside the Team Plans and budget planning processes. Financial reporting is strongly linked to performance and risk reporting to ensure it correlates to service delivery.	<ul style="list-style-type: none"> <li>• Medium Term Financial Strategy</li> <li>• Team Plans</li> <li>• Budget monitoring reports and protocol</li> </ul>
Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls	Management accounts are produced on a monthly basis for service analysis, and to ensure budgets remain on track to those established within business planning. Significant variances are reported to key decision making.	<ul style="list-style-type: none"> <li>• Budget monitoring reports and protocol</li> </ul>

## 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.

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
<b>Implementing good practice in transparency</b>		
<p>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</p> <p>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</p>	<p>Report templates have been designed to help highlight key information quickly and easily. Reports undertake review processes to ensure they remain succinct and effective in imparting their messages. All reports are available for the public to review from the Council directly or on the Council's website with contact details for key officers prominently placed. The Council's performance reports, published on the website, provide a high-level review of the Council's achievements during the year in an easy to understand high level format.</p>	<ul style="list-style-type: none"> <li>• Council website</li> <li>• Corporate Plan progress reports are accessible from the Council's website</li> <li>• Quarterly performance reports</li> <li>• Committee template</li> <li>• Committee reports</li> </ul>
<b>Implementing good practices in reporting</b>		
<p>Reporting at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way</p>	<p>The Council's statement of accounts includes a "narrative" report which outlines how the Council has delivered against its objectives and financial targets during the year. The report makes extensive use of charts to aid users to quickly understand the information. As part of the audit process the external auditor is also required to give a view on value for money. The Annual Governance Statement provides a key oversight of the Council's governance arrangements and how these can be developed.</p>	<ul style="list-style-type: none"> <li>• Statement of accounts</li> <li>• Annual Governance Statement</li> <li>• Quarterly Performance Reports</li> <li>• Regular performance reporting to the public through the Council's website</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
Ensuring members and senior management own the results reported	On a quarterly basis, Cabinet receives performance and finance reports outlining how the Council has performed against corporate objectives. Significant areas of concern are highlighted with recommendations for corrective action where appropriate. All actions and targets in the Annual Action Plans and Team Plans have an identified lead officer.	<ul style="list-style-type: none"> <li>• Performance reports/framework</li> <li>• Quarterly performance report</li> <li>• Budget monitoring reports</li> <li>• Minutes highlighting appropriate approvals</li> <li>• Outturn report</li> </ul>
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)	The CIPFA Code of Corporate Governance principles have been benchmarked, and this will be subject to evaluation by both CLT and also the Governance, Risk and Audit Committee. Necessary actions will then be reviewed and incorporated into the Annual Governance Framework as required.	<ul style="list-style-type: none"> <li>• Annual Governance Statement</li> <li>• Local Code of Corporate Governance,</li> <li>• GRAC minutes</li> <li>• CLT reports/ minutes</li> </ul>
Ensuring that this Framework is applied to jointly managed or shared service organisations as appropriate	The Council is not presently involved with any shared service arrangements. The Council is however part of Coastal Partnership East and this framework has been applied to the partnership.	<ul style="list-style-type: none"> <li>• Annual Governance Statement</li> <li>• Local Code of Corporate Governance</li> <li>• Coastal Partnership East Terms of Reference</li> </ul>
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	The Council's financial statements are prepared in accordance with best practice to help support comparison with similar organisations. The Council has accelerated timeframes for evaluated finance and performance outcomes, with the Outturn Report now being produced within 6 weeks of the year end to ensure decisions can be made on a timely basis with insight to the performance and so that this information can then support the production of the Statement of Accounts.	<ul style="list-style-type: none"> <li>• Statement of accounts</li> <li>• Outturn Report</li> </ul>

Behaviours and actions that can demonstrate this	How we put this into practice	Source Documents
<b>Assurance and effective accountability</b>		
<p>Ensuring that recommendations for corrective action made by external audit are acted upon</p> <p>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</p>	<p>Recommendations made by external and internal auditors are reported to the GRAC as part of the Statement of Accounts approval process. The Internal Audit Consortium Manager has access to report directly to the GRAC with outcomes from their work and any key concerns they may have.</p> <p>In 2024 the Council set up three Oversight Boards, the Performance and Productivity Oversight Board, Major Projects Oversight Board and the Decarbonisation Oversight Board. The Performance and Productivity Oversight Board has responsibility for ensuring audit recommendations are managed to implementation.</p>	<ul style="list-style-type: none"> <li>• Statement of accounts</li> <li>• External audit opinion</li> <li>• GRAC reports/minutes</li> <li>• Internal Audit Opinion</li> <li>• Performance and Productivity Oversight Board agendas and notes</li> </ul>
Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations	Peer challenge is undertaken periodically to evaluate how the Council is performing. Regulators will undertake periodic inspections and the outcomes of their reports escalated as appropriate.	<ul style="list-style-type: none"> <li>• Peer Review</li> <li>• Regulatory Review</li> </ul>
Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement	The Annual Governance Statement includes a section on the “Review of Effectiveness” which includes consideration of governance arrangements for service delivery through third parties.	<ul style="list-style-type: none"> <li>• Annual Governance Statement</li> <li>• NNDC Self-assessment Assurance Statement</li> </ul>
Ensuring that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met	Partnerships are subject to relevant agreements to ensure the nature of the partnership and reporting frameworks / objectives are clear.	<ul style="list-style-type: none"> <li>• Partnership Framework and Principles Guidance</li> <li>• Terms of Reference</li> <li>• Service Level Agreements (SLAs)</li> </ul>