

Calderdale MBC Annual Governance Statement 2018/19

1. What is the Annual Governance Statement (AGS)?

It is a mandatory requirement for local government bodies required by the Accounts and Audit Regulations 2015.

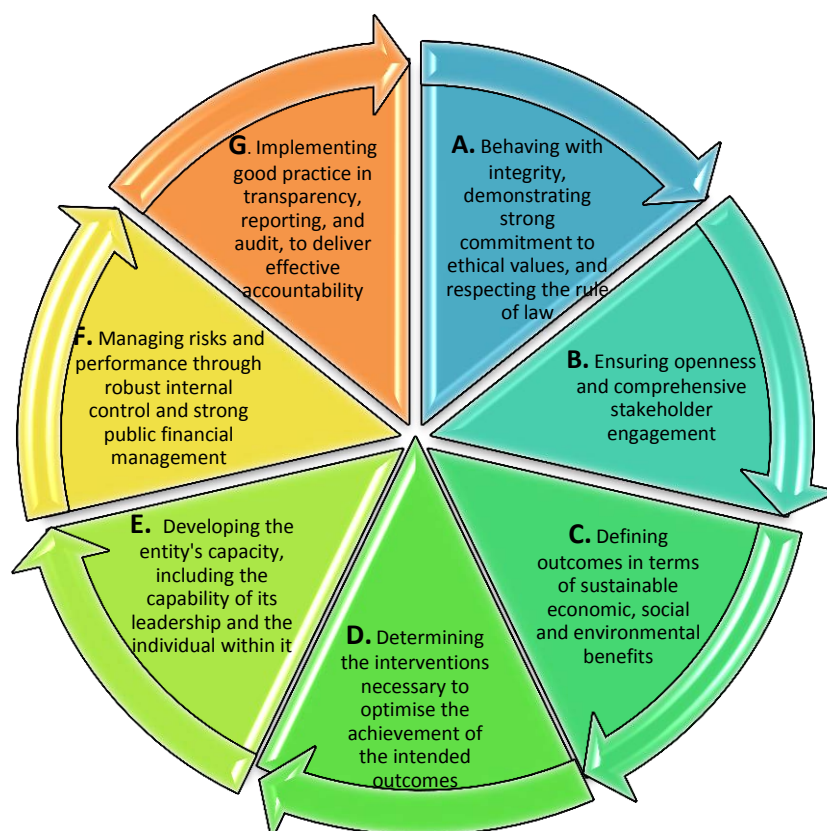
In essence it is an accountability statement from Calderdale MBC to stakeholders on how well the Council has delivered on governance over the course of the previous year.

It is an open and honest reflection on governance which identifies any current challenges.

It is a meaningful tool for improving governance where areas for improvement are identified.

2. What is a Governance Framework?

CIPFA and Solace introduced a new governance framework, [*Delivering Good Governance in Local Government: Framework*](#), in April 2016. This includes seven principles for Good Governance in the Public Sector as follows:



Since 2016/17 Calderdale Council has adopted these principles to demonstrate its commitment to delivering good governance which are detailed within the [*local code of corporate governance*](#).

3. Who is the Audience for the AGS?

In addition to the statement being of value internally to Members and staff, the AGS is prepared to provide accountability to a wide variety of stakeholders including the following:

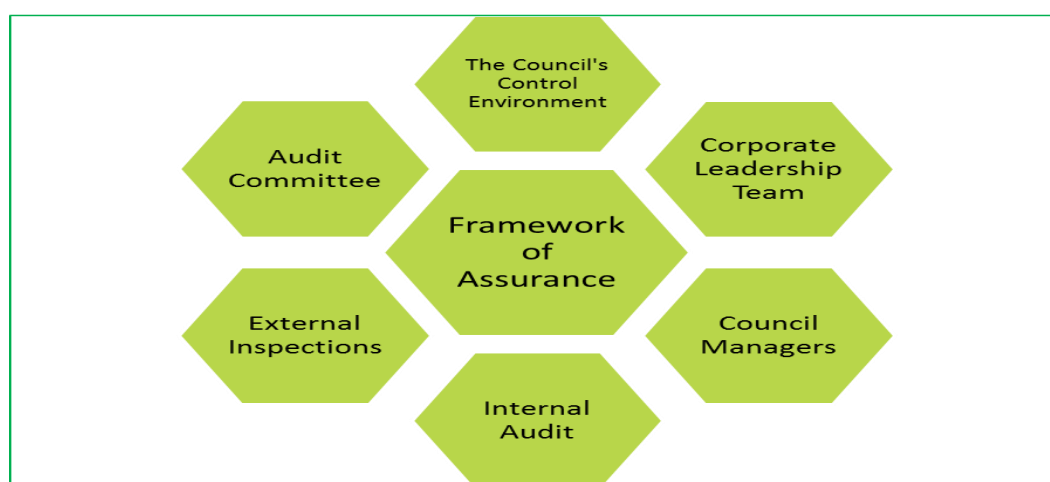
- Members of the public
- Local businesses
- Partners
- DCLG
- External auditors, inspectors and regulators

4. What Demonstrates Good Governance for Local Authorities?

- ✓ **OPERATION OF A GOVERNANCE FRAMEWORK**
- ✓ **HAVING A SYSTEM WHICH BRINGS TOGETHER AN UNDERLYING SET OF LEGISLATIVE REQUIREMENTS, GOVERNANCE PRINCIPLES AND MANAGEMENT PROCESSES**
- ✓ **STRONG REGULATORY FRAMEWORK WITH ROBUST ARRANGEMENTS FOR MONITORING AND REVIEW**
- ✓ **GOVERNANCE ARRANGEMENTS WHICH ARE OWNED BY AND VALUED BY SENIOR MANAGEMENT AND ALL STAFF AND NOT REGARDED AS MERELY BUREAUCRACY**
- ✓ **EXECUTIVE ARRANGEMENTS ARE BASED ON SOUND DECISION MAKING SUPPORTED BY EFFECTIVE PROCESSES**

5. What Governance Arrangements Does Calderdale Have in Place?

The following demonstrates the overall framework of assurance for Calderdale which together ensure that the Council is achieving its objectives, achieving underlying good governance, risk management and internal control.



The Council's control environment is shown at **Appendix A**, which details the Council's Constitution which includes the rules of governance for the Council and is underpinned by the Standards, Policies and Procedures which support the delivery of the Council's priorities.

6. How is the Effectiveness of Calderdale's Arrangements Evaluated?

The following chart shows the assurance mechanism which supports the overall evaluation of the effectiveness of the governance framework in place at Calderdale, including the systems of internal control, which take into account risk and ultimately aids the preparation of AGS.

7. What is the Opinion on Calderdale's Governance Arrangements?

This statement provides an opinion on the level of assurance with regards to the Council's governance arrangements which enable stakeholders to be satisfied that proper arrangements are in place to govern spending and safeguard assets.

The evaluation on the effectiveness of arrangements provides assurance that the



arrangements continue to be regarded as fit for purpose in accordance with the governance framework.

8. Are there any risks, future challenges and weaknesses in Calderdale's Current Governance Arrangements and where applicable how are they going to be addressed?

The review of effectiveness identified the following issue with regards to governance:

Project Management

As a result of concerns identified with regards to the governance arrangements around project management, this issue has been included as a significant item in the Councils AGS since 2015/16.

A number of corporate initiatives have been introduced throughout the authority since 2016/17 to address the weak areas identified with regards to record keeping, evidence to support the appointment of consultants, the need to improve monitoring arrangements, quality control and roles and responsibilities.

The key improvements which have been delivered in order to improve governance arrangements in this area included the following:

- i) Corporate Project Overview Group
- ii) Project and Contract Management Training
- iii) Development of a Project Management Approach

These approaches have led to some improvements. However, a review carried out throughout 2018/19, identified issues with regards to ownership and overall responsibility for project management and the need for robust governance in the management and oversight of delivering projects across the Council.

An action plan is in place to deliver further improvements which will be kept under review throughout 2019/20 and reported to management and the Audit Committee as appropriate. Actions which have been taken to date are summarised as follows:

- the Project Overview Group has been reviewed and revised terms of reference have been developed;
- The name of the team has also been changed to Project Gateway and Review Group to reflect the need to challenge and support progress with projects at a much earlier stage than was previously the case. The intention is that this challenge will result in more robust business cases being brought forward, will enable any lessons learned from other projects to be shared and will ensure wider ownership by officers of investment proposals. The Group retains the authority however to review the progress of a project at any stage and require improvements. Key issues and general progress on projects and lessons learned are shared with the Corporate Leadership Team and escalated where necessary;
- A corporate approach to project management training has been identified;
- Role profiles have been standardised across corporate projects;
- A Project Management Review Group has been established and work is underway on revised Standard Operating Procedures;
- Project Management trainees on the Grow Our Own scheme are progressing well with the APM project management qualification.

No additional items have been identified for inclusion in the 2018/19 AGS.


Business continuity had been included in the 2017/18 AGS as an area of concern but improved arrangements and processes have been put in place which, whilst they need to be fully embedded, have made sufficient progress to reduce the risk significantly.

Signed by the Chief Executive:

A handwritten signature in black ink, appearing to be 'R. Baylis', followed by a horizontal line.

Date: 23 July 2019

Signed by the Leader of the Council:

A handwritten signature in black ink, appearing to be 'Tim Sneyd', enclosed within a rectangular box.

Date: 23 July 2019

THE COUNCIL'S CONTROL ENVIRONMENT

Appendix A

'BE THE BEST BOROUGH IN THE NORTH'

