

2018/19

Flintshire County Council – Annual Governance Statement

DRAFT V1.7

What is Governance?

“Governance is at the heart of public services. It underpins how resources are managed, how decisions are made, how services are delivered and the impact they have, now and in the future. It also infuses how organisations are led and how they interact with the public. Governance needs to be robust but it must also be proportionate. Well-governed organisations are dynamic and take well-managed risks; they are not stagnant and bureaucratic.”¹

The governance framework comprises the culture, values, systems and processes by which an organisation is directed and controlled. The framework brings together an underlying set of legislative requirements, good practice principles and management processes.

Flintshire County Council acknowledges its responsibility for ensuring that there is a sound system of governance. The Council has developed a Local Code of Corporate Governance that defines the principles that underpin the governance of the organisation. The Local Code forms part of the Council Constitution and can be accessed on the Council’s website. A summary of the principles upon which it is based can be found later in this document.

The Council’s governance framework supports its aim as a modern public body which has the **philosophy** of operating as a social business which refers to it:

- being lean, modern, efficient and effective
- being designed, organised and operated to meet the needs of communities and the customer; and
- working with its partners to achieve the highest possible standards of public service for the well-being of Flintshire as a County.

To meet these aspirations the Council has set the **standards** of:-

- achieving excellence in corporate governance and reputation.
- achieving excellence in performance against both our own targets and against those of high performing peer organisations.
- being modern and flexible, constantly adapting to provide the highest standards of public, customer, and client service and support.
- using its four resources - money, assets, people and information - strategically, effectively and efficiently.
- embracing and operating the leanest, least bureaucratic, efficient and effective business systems and processes.

¹ Wales Audit Office: “Discussion Paper: The governance challenges posed by indirectly provided, publicly funded services in Wales” 2017

To achieve these standards the Council's **behaviours** are:-

- showing strategic leadership both of the organisation and our partnerships.
- continuously challenging, reviewing, changing and modernising the way we do things.
- being as lean and un-bureaucratic as possible.
- using new technology to its maximum advantage.
- using flexible working to its maximum advantage.

The Council is committed to the **principles** of being:-

- a modern, fair and caring employer.
- fair, equitable and inclusive in its policies and practices.
- conscientious in planning and managing its activities, and making decisions, in a sustainable way.

The Council is committed to specific values and principles in working with its key partners and partnerships. These cover strategic partnerships such as the Public Services Board and with the third sector such as agreeing a set of Voluntary Sector Funding principles.

In previous years the Council's Annual Governance Statement has covered the Clwyd Pension Fund. From 2018/19 the Clwyd Pension Fund will produce their own Annual Governance Statement which will be presented to the Clwyd Pension Fund Board for consideration and approval.

Dashboard : Effectiveness of the Council’s Governance Framework



Annual Internal Audit Opinion 2018/19:

“For the year ending 31 March 2019, based on the work we have undertaken, my opinion is that Flintshire County Council has an adequate and effective framework of governance, risk management and control”.

Internal Audit Manager, Flintshire County Council

Ares of Very Best Practice:

- Effective engagement external partners and board
- Corporate Governance and Regulatory Inspections
- Medium Term Financial Strategy Performance Management

What is the Annual Governance Statement?

The Council is required by the Accounts and Audit (Wales) Regulations 2018 to prepare a statement on internal control. Alongside many authorities in Wales, Flintshire refers to this as the 'Annual Governance Statement'. This is a public document that reports on the extent to which the Council complies with its own code of governance.

In this document the Council:

- acknowledges its responsibility for ensuring that there is a sound system of governance;
- summarises the key elements of the governance framework and the roles of those responsible for the development and maintenance of the governance environment;
- describes how the Council has monitored and evaluated the effectiveness of its governance arrangements in year, and on any planned changes in the coming period;
- provides details of how the Council has responded to any issue(s) identified in last year's governance statement; and
- reports on any significant governance issues identified from this review and provides a commitment to addressing them.

The annual governance statement reports on the governance framework that has been in place at Flintshire County Council for the financial year 2018/19 and up to the date of approval of the statement of accounts.

How has the Annual Governance Statement been prepared?

The initial review of the Council's governance framework was carried out by the Corporate Governance Working Group. This group prepared assessment questionnaires for each corporate Chief Officer and also for some specific governance functions such as finance, human resources and legal. The questionnaires were based on the seven principles that follow in the main part of this document and were assessed to identify any areas for improvement. Questionnaires were also completed by the Chairs of Overview and Scrutiny committees. In addition the Audit Committee undertakes a self-assessment of its own effectiveness which has also informed this work.

The preparation and content of this year's governance framework has been considered by the Chief Officer Team, with assurance support from Internal Audit, Audit Committee and External Audit (Wales Audit Office). The governance framework cannot eliminate all risk of failure to meet the targets in our policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness.

In preparing the Annual Governance Statement the Council has:

- reviewed the Council's existing governance arrangements against the local Code of Corporate Governance.
- updated the local Code of Corporate Governance where necessary, to reflect changes in the Council's governance arrangements and the requirements of the new CIPFA/Solace 2016 – Guidance Notes for Welsh Authorities.
- assessed the effectiveness of the Council's governance arrangements and highlighted any planned changes in the coming period.

The Chief Officer Team, which is led by the Chief Executive, have also considered the significant governance issues and principles facing the Council. These are evidenced in pages 6-12 of the document. Principles **highlighted in Green** reflect those which the Chief Officers assessed as being applied consistently well across the Council. Principles assessed as needing further improvement are detailed on pages 18-20.

The Council's Audit Committee, provides assurance to the Council on the effectiveness of its governance arrangements, risk management framework and internal control environment. As part of this role the Committee reviews and approves the Annual Governance Statement.

The six Overview & Scrutiny chairs have also considered and commented on issues within their respective committees' remit. They expressed general satisfaction with the Annual Governance Statement.

What are the key principles of the Corporate Governance Framework?

The Council aims to achieve good standard of governance by adhering the seven key principles of the new CIPFA/Solace 2016 – Guidance Notes for Welsh Authorities, which form the basis of the Local Code of Corporate Governance. The seven key principles are:

- | | |
|-------------|--|
| Principle A | Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law |
| Principle B | Ensuring openness and comprehensive stakeholder engagement |
| Principle C | Defining outcomes in terms of sustainable economic, social, and environmental benefits |
| Principle D | Determining the interventions necessary to optimise the achievement of the intended outcomes |
| Principle E | Developing the entity's capacity, including the capability of its leadership and the individuals within it |
| Principle F | Managing risks and performance through robust internal control and strong public financial management |
| Principle G | Implementing good practices in transparency, reporting, and audit to deliver effective accountability |

Principle A

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

Sub Principles:

Behaving with Integrity

Demonstrating strong commitment to ethical values

Respecting the rule of law

How we do this:

- The behaviour and expectations of Officers and Members are set out in the Council's Codes of Conduct, Constitution, and a suite of policies and procedures relating to Officers and Member induction, supervision, training and appraisals and leadership competencies.
- Case management both for Members and Officers.
- Codes of Conduct for Members and Officers specify the requirements around declarations of interests formally and at the beginning of meetings, gifts and hospitality etc.
- **The Council takes fraud seriously. Key policies are in place to prevent, minimise and manage such occurrences. Polices include:**
 - Whistleblowing Policy
 - Anti-Fraud and Corruption Strategy
 - Fraud Response Plan
 - Financial and Contract Procedure Rules
- Compliance with policies and protocols e.g. Contract Procedure Rules
- Enhanced profile of Internal Audit

- A set of leadership competencies are deployed in each Portfolio and led by each Chief Officer.
- The Council's recruitment policy, training and competencies based appraisal processes underpin personal behaviours with ethical values.
- **Robust policies and procedures are in place, subject to formal approval prior to adoption by formal committees.**
- **All contracts and external service providers, including partnerships are engaged through the robust procurement process and follow the Contract Procedure rules regulations.**
- **Application of the corporate operating model; our way of being organised, working internally to promote high standards of professional performance and ethical behaviour to achieve**

- The Council ensures that statutory officers and other key officers and members fulfil legislative and regulatory requirements through a robust framework which includes: Scheme of delegation; induction, development and training of existing and new requirements; application of standing operating procedures; and engagement of early / external advice where applicable.
- **The full use of the Council powers are optimised by regular challenge and keeping abreast of new legislation to achieve corporate priorities and to benefit citizens, communities and other stakeholders e.g. alternative service models (ADM's)**
- Effective Anti-Fraud and Corruption framework supported by a suite of policies; any breaches are handled in accordance key legislative provision and guidance from appropriate bodies.
- **The Council's Monitoring Officer is responsible for ensuring the Council complies with the law and avoids maladministration. The Council's Constitution promotes high standards of conduct which is monitored by the Standards Committee.**
- Consistent application of risk assessments for both strategic, operational and partnership plans.

Principle B

Ensuring openness and comprehensive stakeholder engagement

Sub Principles:

Openness

How we do this:

- **The Council is committed to having an open culture. This is demonstrated by:**
 - Complaints and Compliments Procedure
 - Meetings are conducted in an open environment
 - Council's website
- **The most appropriate and effective interventions / courses of action are determined using formal and informal consultation and engagement supported by:**
 - Public consultation around the Medium Term, Financial Strategy (MTFS)
 - Consultation principles, e.g. School Modernisation Programme
 - Formal and informal engagement models with employee and communities e.g. alternative delivery models Member workshops
 - County Forum (Town and Community Councils)
 - Positive engagement with Trade Unions both formally and informally

Engaging comprehensively with institutional stakeholders

- **The Council effectively engages with stakeholders to ensure successful and sustainable outcomes by:**
 - Effective application and delivery of communication strategies to support delivery
 - Targeting communications and effective use of Social Media
 - Formal and Informal meetings with key stakeholder groups
 - Effective stakeholder engagement on strategic issues
 - Service led feedback questionnaires and events
- **Effective use of resources and achievement of outcomes is undertaken by the Council both through informal and formal partnerships:**
 - Extensive range of partnerships to support the delivery of the Council's strategic priorities, including the Public Services Board
 - Open and productive partnership arrangements supported by an effective governance framework
 - Trust and good relations lead to delivery of intended outcomes e.g. community asset transfers
 - Partner representation at Scrutiny committees

Engaging stakeholders effectively, including individual citizens and service users

- **The achievement of intended outcomes by services is supported by a range of meaningful guidance on consultation engagement and feedback techniques with individual citizens, service users and other stakeholders. This includes:**
 - Range of customer channels
 - Undertaking Impact assessments
 - Results from satisfaction surveys to enhance service delivery where applicable
 - Complaints reviewed to assess organisational learning and change
 - Sharing soft intelligence and good practice
 - Committee reports portray all relevant feedback
 - **Services are assessed for value for money and opportunities for efficiencies**
 - **Taking account of the interests of future generations of tax payers and service users**
- **The Council has appropriate structures in place to encourage public participation governed through the Communication and Social Media Policies. These include:**
 - E-newsletters
 - The Council's website
 - Tenants Forums
 - Service user groups
 - Quality circles
 - Use of infographics

Principle C

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

Sub Principles:

Defining outcomes

Sustainable economic, social and environmental benefits

How we do this

- **The Council has a clear vision describing the organisation's purpose and intended outcomes which is achieved through:**
 - **Linking of vision and intent to the MTFS which links to the Council Plan, Portfolio Business Plans and other plans and strategies with a focus on priorities for change and improvement**
 - **Organisational objectives are delivered through Programme Boards and political decision making processes**
 - Service Planning consideration including sustainability of service delivery
- Risk Management is applied consistently at project, partnership and business plan levels using the corporate performance system (CAMMS) which adheres to the Risk Management Policy and Strategy and ensures consistent application of risk registers and terminology.
- **Risk appetite is also considered whilst developing future scenarios and options with key staff.**
- The development of the County's Well-being Plan and delivery of the Public Services Board's priorities ensure that public services work effectively together to add value.

- The Council takes a longer term view and balances the economic, social and environmental impact of policies, plans etc. along with the wider public interest when taking decisions about service provision. This is supported by a range of governance approaches:
 - **Budget setting of the Capital Programme and MTFS and longer term business planning through the use of effective forecasting models**
 - **Setting longer term objectives regardless of political term**
 - **Delivering defined outcomes**
 - **Multi-disciplinary approach to policy development and wider public interest of economic, social and environment issues e.g. Welfare Reform, Corporate Safeguarding**
 - **Ensuring fair access to services**
 - Procurement strategy defines expectations around economic, social and environment benefits which inform service specifications, tenders and contracts.
 - Communication plans for public and community engagement
 - Clear documented record of route to change

Principle D

Determining the interventions necessary to optimise the achievement of the intended outcomes

Sub Principles:

Determining interventions

Planning interventions

Optimising achievement of intended outcomes

How we do this

- Good judgement in making decisions is achieved by ensuring decision makers receive objective and rigorous analysis of information and options to achieve intended outcomes including the related risks. This is achieved by:
 - **Full engagement with members on a longer term basis e.g. MTFS and Business Plans**
 - **Delivery of the MTFS and revenue and capital budget setting process providing options for the public, stakeholders and members to be engaged to consider modifications**
 - Development of forecasting models
 - Active engagement of key decision making in the development of initial ideas, options and potential outcomes and risks e.g. ADM Programme, Gateways
 - **Clear option appraisals detailing impacts, savings and risks to ensure best value is achieved**
 - Budget monitoring for each Portfolio and corporate considerations
 - **Managing expectation for key stakeholders**
 - Other key workforce strategies e.g. digital and procurement
 - Application of Impact Assessments

- The Council has established and implemented robust planning and control cycles covering strategic and business plans, priorities, targets, capacity and impact. This is achieved through:
 - Co-design of service solutions with key stakeholders
 - **Application of risk management principles when working in partnership and collaboratively and the active use of risk registers**
 - **Regular monitoring of business planning, efficiency and reliability including feedback on business planning model**
- **Service performance is measured through national performance indicators and establishing a range of local indicators, which are regularly monitored, reported and used for benchmarking purposes**
- **Robust and inclusive methodologies are in place to formulate the MTFS which is an integral part of the Council's governance framework and Portfolio Business plans are linked to the Council Plan**

- Resource requirements for the services are identified through the business planning process and detailed within the MTFS highlighting any shortfall in resources and spending requirements.
- **To ensure the budget process is all-inclusive, taking into account the full cost of the operations over the medium and longer term, regular engagement and ownership of the budget through the Chief Officer Team and consultation with members through workshops and robust scrutiny process is undertaken.**
- Social values are achieved through the effective commissioning of services and compliance with Council procedures.
- Consultation and engagement around the content of the MTFS through public and employee events sets the context for residents and employees. In particular relating to ongoing decisions on significant delivery issues or responses to changes in the external environment

Principle E

Developing the entity's capacity, including the capability of its leadership and the individuals within it

Sub Principles:

Developing the entity's capacity

Developing the capability of the entity's leadership and other individuals

How we do this:

- We review our operations, performance, and use of assets on a regular basis to ensure their continuing effectiveness by:
 - Review of service delivery, performance and risks through team meetings and quarterly formal reporting,
 - Programme boards' development and monitoring
- The Council reviews the sufficiency and appropriateness of resource allocation through techniques such as:
 - Benchmarking both internal and external review undertaken to identify improvements in resource allocation, including the use of national and local PIs
 - Internal challenge
- Benefits of collaborative and partnership working both regionally and nationally to ensure added value is achieved by linking services and organisation priorities to partnership working
- Develop and maintain the workforce plan to enhance the strategic allocation of resources through the publication of regular workforce data reports and drawing intelligence from supervision and appraisal meetings.
- Future workforce and succession planning is undertaken in each portfolio to identify future workforce capability and progression.

- Effective shared leadership which enables the Council to respond successfully to changing external demands and risks is supported by:
 - a range of management and leadership development programme, run in partnership with Coleg Cambria
 - 'Development workforce' and 'leadership capacity' and 'managing performance' are two of the five priorities within the People Strategy 2016-2019
 - The Leader and the Chief Executive have clearly defined and distinct leadership roles
- Individual and organisational requirements are supported through:
 - Corporate induction for new employees to the Council
 - Inductions for employees in new jobs
 - Continued learning and development for employees identified through the competency based appraisal system and one to one meetings
 - A comprehensive range of training and development opportunities available, in partnership with Coleg Cambria and professional bodies.
 - Feedback and shared learning to the organisations both through reports and interactive sessions such as the 'Academi'
- To support and maintain the physical and mental wellbeing of the workforce a range of interventions is provided including: Occupational Health Service, Signposting employees and Members to Care First (independent Counselling support), Management Awareness and Support, internal training and awareness sessions to support stress related absences

Principle F

Managing risks and performance through robust internal control and strong public financial management

Sub Principles:

Managing risk

Managing performance

Robust internal control

Managing data

Strong public financial management

How we do this:

- Risk Management is an integral part of all activities and decision making through:
 - **Application of risk management policy and strategy**
 - Identification of all risks and appropriate mitigations and transitional plans reported to Committees
 - **Clear allocation of management for risk responsibility with oversight by senior management and chief officers**
 - **Assurance by Internal Audit and Audit Committee**
 - Established the Chair and Vice Chair Liaison Group

- **Members and senior management are provided with regular reports on service performance against key performance indicators and milestones against intended outcomes**
- **Members are clearly and regularly informed of the financial position and implications including environmental and resource impacts**

- **Internal Audit provide the authority, through the Audit Committee, with an annual independent and objective opinion on the adequacy and effectiveness of the Council's internal control, risk management, governance arrangements and associated policies.**
- The Council is dedicated to tackling Council detailed within the Anti-Fraud and Corruption Strategy, Fraud Response Plan, and Whistleblowing Policy

- **The Council has effective strategic direction, advice and monitoring of information management with clear policies and procedures on personal data and provides regular training to ensure compliance with these.**
- The Council requires Information Sharing Protocols to be in place in respect for all information shared with other bodies.
- **The quality and accuracy of data used for decision making and performance monitoring is supported by a guidance from a range of professional bodies.**
- **Internal Audit review and audit regularly the quality and accuracy of data used in decision making and performance monitoring.**

- **The authority's financial management arrangements support both the long term achievement of outcome and short term financial performance through the delivery of the MTFS**
- Setting a prudent Minimum Revenue Provision for the repayment of debt
- The integration of all financial management and control is currently being reviewed as part of the finance modernisation project.

Principle G

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

Sub Principles:

Implementing good practice in transparency

How we do this:

- The Council has recently improved the layout and presentation of its reports in order to improve the presentation of key information to decision-makers.
- The Council is mindful of providing the right amount of information to ensure transparency.
- A review of information sharing protocols has been undertaken and new principles adopted.

Implementing good practices in reporting

- **The Council reports at least annually on the achievement and progress of its intended outcomes and financial position. This is delivered through the:**
 - Annual Performance report assessing performance against the Council Plan
 - Annual Statement of Accounts demonstrate how the Council has achieved performance, value for money and the stewardship of its resources
 - Progress against the Well-being Plan
- The Annual Governance Statement is published following robust and rigorous challenge to assess and demonstrate good governance.

Assurance and effective accountability

- Through robust assurance mechanisms the Council can demonstrate effective accountability. These mechanisms include:
 - **Internal Audit undertakes independent reviews to provide an annual assurance opinion of the Council's control, risk management, and governance framework. To allow this Internal Audit has direct access to Chief Officer and members of the Council.**
 - **All agreed actions from Internal Audit reviews are monitored regularly with reports to Chief Officers monthly and each Audit Committee.**
 - **Any 'limited/red' assurance opinion are reported to Audit Committee in full and progress monitored closely**
 - **Peer challenge and inspection from regulatory bodies and external compliance reviews. The outcomes from these inspections are used to inform and improve service delivery**
 - Through effective commissioning and monitoring arrangements and compliance with Council's procedures, the Council gains assurance on risk associated with delivering services through third parties and any transitional risks.
 - Reports are presented to Cabinet and an annual report to Audit Committee of external feedback

Contributors to an effective Governance Framework

Council	<ul style="list-style-type: none">- Approves the Council Plan- Endorses the Constitution- Approves the policy and financial frameworks
Cabinet	<ul style="list-style-type: none">- Primary decision making body of the Council- Comprises of the Leader of the Council and Cabinet members who have responsibility for specific portfolios
Audit Committee	<ul style="list-style-type: none">- Help raise the profile of internal control, risk management and financial reporting issues within the Council, as well as providing a forum for the discussion of issues raised by internal and external auditors
Standards & Constitution & Democratic Services Committee	<ul style="list-style-type: none">- Standards Committee promotes high standards of conduct by elected and co-opted members and monitors the operation of the Members' Code of conduct.- Constitution & Democratic Services Committee considers and proposes changes to the Constitution and the Code of Corporate Governance.
Portfolio Programme Boards	<ul style="list-style-type: none">- Track efficiencies, highlighting risk and mitigating actions to achievement- Consider the robustness of efficiency planning and forecasting and consider resourcing of planned delivery- Plan communication and engagement activity
Overview & Scrutiny Committees	<ul style="list-style-type: none">- Review and scrutinise the decisions and performance of Council, Cabinet, and Committees- Review and scrutinise the decisions and performance of other public bodies including partnerships- Assists the Council and Cabinet in the development of the Budget and Policy framework by in-depth analysis of policy issues.- Established the Chair/Vice Chair Liaison Group
Chief Officers Team & Service Managers	<ul style="list-style-type: none">- Set governance standards- Lead and apply governance standards across portfolios- Undertake annual self-assessment
Internal Audit	<ul style="list-style-type: none">- Provide an annual independent and objective opinion on the adequacy and effectiveness of internal control, risk management and governance arrangements- Investigates fraud and irregularity

How does Flintshire Council monitor and evaluate the effectiveness of its governance arrangements?

The Council annually reviews the effectiveness of its governance framework including the system of internal control. The key elements of assurance that inform this governance review are detailed below:

<p>Chief Officers Team</p>	<p>Monitoring Officer</p>	<p>Section 151 Officer</p>	<p>Information Governance</p>	<p>Internal Audit</p>
<ul style="list-style-type: none"> • Corporate oversight and strategic planning • Annual Corporate Governance Assessment • Implement and monitor regulatory and other governance protocols 	<ul style="list-style-type: none"> • Legal and regulatory assurance • Monitors the operation of the Constitution • Ombudsman investigations 	<ul style="list-style-type: none"> • Proper administration of the Council's financial affairs 	<ul style="list-style-type: none"> • Designated Senior Information Risk Owner (SIRO) • Data Protection procedures including GDPR • Information Security & Records Management procedures 	<ul style="list-style-type: none"> • Annual opinion report on adequacy of internal controls, risk management and governance arrangements • Internal Audit plan and report tracking / performance by Audit Committee • Provision of advice & consultancy • Undertake Investigation and proactive Fraud work
<p>Overview & Scrutiny</p>	<p>Audit Committee</p>	<p>Risk Management</p>	<p>External Audit / Inspections</p>	<p>Counter Fraud</p>
<ul style="list-style-type: none"> • Policy review and challenge • Overview & scrutiny of topics • Corporate & Portfolio Performance & Risk monitoring 	<ul style="list-style-type: none"> • Self-assessment of Audit Committee • Review effectiveness of internal and external audit • Consider the adequacy of the internal control, risk management and Governance arrangements 	<ul style="list-style-type: none"> • Risk Management Policy and Strategy • Quarterly monitoring and reporting of Strategic Risks 	<ul style="list-style-type: none"> • Financial statements audit • Thematic & national reviews • Other external inspections 	<ul style="list-style-type: none"> • Anti-Fraud and Corruption & Whistleblowing arrangements • Codes of Conduct for Officers and Members • Financial and Contract Procedure Rules

How has the Council addressed the governance and strategic issues from 2017/18?

The 2017/18 Annual Governance Statement contained 14 key improvement areas as i) Internal Council Governance issues – those derived from the portfolio, Overview and Scrutiny and Audit Committee annual self-assessments that affect the internal governance arrangements of the Council; and, ii) Strategic Council Plan issues – those that were identified as part of the Council Plan for 2017/18 which remained unmitigated i.e. a 'Red' risk status.

The issues and how they were addressed are below:

(i) Internal Council Governance issues	Risk	Mitigation	Management Comment	Current Status
<p>Views and experiences of citizens, service users and organisations of different backgrounds including reference to future needs are taken into account.</p>	<ul style="list-style-type: none"> • Service planning does not take into account service user's needs in the future. • Legal and or judicial challenges. • Lack of effective feedback mechanisms to inform stakeholders how their views have been taken into account: stakeholders remain uninformed and less likely to support service change. • Lack of structures to encourage public 	<ul style="list-style-type: none"> • Development of an integrated impact assessment approach to inform budget decisions and longer term sustainability of services. • Communication strategies developed and actioned for all major decisions affecting the public. • Ensure that effective feedback mechanisms are built into communication strategies, taking into account the diversity of 	<p>Integrated impact assessments (IIA) now developed and used to inform 2018/19 business planning. CAMMS system been updated with IAA for all relevant efficiency projects and policies; process to be fully operational from May 2019.</p> <p>Although the Council has policies and procedures to ensure the lawfulness of its decisions the potential for legal and judicial challenges remain an ongoing risk to the authority.</p> <p>Communication strategies have been developed for policy change and other major decisions affecting the public, including feedback mechanisms.</p>	<p>Open</p> <p>Integrated Impact Assessment needs to be consistently embedded within business planning.</p> <p>Integrated Impact Assessment process has been developed and has been used manually. Full conversion to digital system tested.</p> <p>New refined reporting process to better capture 'Impact' risks to be trialled from June.</p> <p>Communication strategies have been developed, but need to</p>

(i) Internal Council Governance issues	Risk	Mitigation	Management Comment	Current Status
	participation	communication methods.		be consistently applied.
Identifying and managing risks to the achievement of outcomes.	<ul style="list-style-type: none"> Risks are not mitigated during transitional or implementation phases. Outcomes are under-achieved. 	<ul style="list-style-type: none"> Consistent application of the Council's risk management approach across all strategic, operational and partnership working. 	<p>Risks are well managed during transitional and implementation phases. An implementation template has been developed to track implementations and associated risks.</p> <p>Early indications identify that risks are well managed throughout all phases of strategic delivery. Outcomes have been achieved as demonstrated by regular performance monitoring.</p> <p>The Council's Risk Management Policy and Strategy has been reviewed to reflect consistency of approach across all strategic, operational and partnership working.</p>	<p>Open</p> <p>Risks managed well in practice and Policy and Strategy been updated including escalation protocol; however, not yet consistently embedded.</p> <p>New risk register approach for management oversight been developed for regular monitoring.</p>
Ensuring capacity exists to generate the information required to review service quality regularly.	<ul style="list-style-type: none"> Reduction in service quality. Inability to benchmark and compare service quality. 	<ul style="list-style-type: none"> Ensure that service reform, succession and workforce planning takes into account information requirements. 	<p>Services review where benchmarking is going to improve information to inform service quality.</p> <p>The Council has corporate membership of APSE Performance Networks and other benchmarking bodies providing the opportunity for a high number of services to</p>	<p>Open</p> <p>Improvements made during 2018/19. However, risk to be kept open for further improvement.</p>

(i) Internal Council Governance issues	Risk	Mitigation	Management Comment	Current Status
<p>Developing and maintaining an effective workforce plan to enhance strategic allocation of resources.</p>	<ul style="list-style-type: none"> • Sustainability of service provision. • Ineffective allocation of resources. • Reputational damage following reduction in quality of service. 	<ul style="list-style-type: none"> • Workforce planning for senior levels within each portfolio assessing workforce demographics, changing requirements and market demand. • Development of a succession plan, identifying areas of talent and additional support for growth and continued service delivery. 	<p>benchmark.</p> <p>Comprehensive workforce planning continues to be carried out across the authority. The risk to the sustainability of service provision remains moderate.</p>	<p>Open</p> <p>Improvements made during 2018/19. However, risk to be kept open for further improvement.</p>
<p>Effective arrangements for safe collection, storage, use and sharing data.</p>	<ul style="list-style-type: none"> • Legal challenge and fines. • Personal confidentiality breached. 	<ul style="list-style-type: none"> • Provision of clear guidelines, awareness and appropriate training. • Oversee and supervision of arrangements by managers. 	<p>Policies and procedures remain in place covering all aspects of data protection. These have been reviewed as part of the implementation of the General Data Protection Regulation (GDPR) From May 2019 the financial penalties increased to 20 million Euros and data subjects can seek compensation. Despite mitigation the risk of legal challenges and fines relating to a breach of data protection remains a risk for the Council.</p>	<p>Open</p> <p>Significant progress has been made in developing protocols etc and in monitoring arrangements.</p> <p>Needs to remain open as insufficient evidence that all is embedded consistently across all portfolios.</p>

(i) Internal Council Governance issues	Risk	Mitigation	Management Comment	Current Status
Performance management: (Identified by Overview and Scrutiny Committee chair).	<ul style="list-style-type: none"> Council's approach to performance management and monitoring is not fully understood; leading to ineffective challenge and scrutiny. 	<ul style="list-style-type: none"> Member workshop: understanding the Council's performance management approach and supporting systems. 	A workshop explaining the Council Plan and it's measures in relation to performance management was held in 2018.	<p>Open</p> <p>Additional workshops focussing on the Council Plan 2019/20 and performance management to be held during 2019.</p>
Agreed actions within the Red / limited (4) assurance Internal Audit reports are implemented.	<ul style="list-style-type: none"> Failure to address control and governance issues identified as part of the audit work undertaken. 	<ul style="list-style-type: none"> Detailed action plans in place to address the findings, including the establishment of a joint audit and scrutiny liaison group. 	Joint Audit and Scrutiny Liaison Group established.	<p>Open</p> <p>Liaison group in early stages; further development needed to secure outcomes.</p>

(ii) Strategic Issues from the 2017/18 Council Plan	Risk	Mitigation	Management Comment	Current Status
<p>Supportive Council: Availability of sufficient funding to resource key priorities – with particular reference to Disabled Facilities Grants (DFGs).</p>	<ul style="list-style-type: none"> • Demand for DFGs and adaptations are not met due to budget availability. • DFGs are not delivered in a timely manner; under-performance nationally. 	<ul style="list-style-type: none"> • Response to Internal Audit recommendations to improve processes. 	<p>Oversight Board established to review and monitor progress. Improvements in process and timeliness evidenced in last half of the year.</p>	<p>Open</p> <p>Ensure improvements continue during 2019/20.</p>
<p>Supportive Council: Demand outstrips supply for residential and nursing home care bed availability.</p>	<ul style="list-style-type: none"> • Lack of residential and nursing home care bed availability leading to more hospital stays. • Increased stress on carers. • Primary care resources stretched further. 	<ul style="list-style-type: none"> • Expansion of Marleyfield to support the medium term development of the nursing sector is ongoing. • Re-phasing of Integrated Care Fund capital to fit in with the Council's capital programme has been agreed by Welsh Government. • Other active workstreams, including the development of resources to support the sector, diagnostic reviews for providers and Care Conferences. 	<p>The expansion of Marleyfield to support the medium term development of the nursing sector continues under the direction of the Programme Board.</p> <p>A review for Programme Board of demand and supply in light of the new capital developments has been undertaken.</p>	<p>Open</p> <p>Risk rating continued to be high throughout the year.</p>
<p>Supportive Council:</p> <ul style="list-style-type: none"> • Knowledge and awareness of safeguarding not 	<ul style="list-style-type: none"> • Lack of optimisation of using the Council's resources and workforce to support safeguarding. 	<ul style="list-style-type: none"> • Inclusion of safeguarding in Corporate Induction. • Employee training opportunities provided on 	<p>Safeguarding e-learning model is to be implemented during 2019. Additional training has been made available to the</p>	<p>Closed</p> <p>Risk rating has reduced</p>

(ii) Strategic Issues from the 2017/18 Council Plan	Risk	Mitigation	Management Comment	Current Status
<p>sufficiently developed in all portfolios.</p> <ul style="list-style-type: none"> Failure to implement safeguarding training may impact on cases not being recognised at an early stage. 		<p>a regular basis.</p> <ul style="list-style-type: none"> Mentor support provided by senior managers and link officers. 	<p>Safeguarding Panel. Periodic Safeguarding bulletins are published alongside regular workforce news items.</p>	<p>following the implementation of the mitigating actions.</p>
<p>Learning Council: Numbers of school places not matching the changing demographics.</p>	<ul style="list-style-type: none"> Unfilled school places do not meet national targets. Increased repair and maintenance burden. 	<ul style="list-style-type: none"> School modernisation programme. Council and schools work to consider innovative ways for reduction in capacity. 	<p>Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme.</p>	<p>Closed</p> <p>Risk level reduced from 'red' due to progression of the school modernisation programme.</p>
<p>Learning Council: Limited funding to address the backlog of known repair and maintenance work in Education and Youth assets.</p>	<p>Fabric of Education and Youth buildings will continue to decline leading to an increase in health and safety issues and imbalance between surplus and unfilled places.</p>	<ul style="list-style-type: none"> Condition surveys continue to identify priorities for investment. Implement County Policy for School re-organisation and modernisation. 	<p>The School Modernisation Programme is one of the strategic options to address the repairs and maintenance backlog.</p> <p>Capital business cases for improvement and repair and maintenance projects in schools are considered through the Council's business case process.</p>	<p>Open</p> <p>This continues to be a financial risk to support the school infrastructure.</p>

(ii) Strategic Issues from the 2017/18 Council Plan	Risk	Mitigation	Management Comment	Current Status
<p>Learning Council: Sustainability of funding streams.</p>	<p>Reductions to Education Improvement Grant and other grants at short notice lead to reduced service delivery, when demand for pupil support is increasing.</p>	<ul style="list-style-type: none"> • Collective working with Head Federations to consider options and opportunities. • Internal and external campaigning for a reversal of WG policy. 	<p>Was a live and significant risk to grant funding for education at the start of the year. Some of the areas of concern included:</p> <ul style="list-style-type: none"> • Clarity of Teachers’ Pay Award for 19/20. • Teachers’ employers’ pensions cost. • MEAG (Minority Ethnic Achievement Grant). 	<p>Closed</p> <p>Confirmation of funding streams during the year has reduced this risk.</p>
<p>Green Council: Funding will not be secured for priority flood alleviation schemes.</p>	<p>Flood alleviation schemes will not be delivered leading to increased risks of damage to infrastructure and community disturbance.</p>	<p>Review our approach to funding capital projects.</p>	<p>Flintshire’s local risk management strategy contains an action to ‘identify projects and programmes that are affordable, maximising capital funding from internal and external sources’.</p> <p>A service review is intended to create a more effective approach / structure that balances the ability to secure funding for flood elevation works with the delivery of statutory duties under the flood and water management act.</p>	<p>Open</p> <p>New Strategic Urban Drainage Scheme (SUDS) legislation needs to be implemented.</p> <p>Due to increase pressure of statutory duties the status of risks still lie within the red RAG rating.</p>

(ii) Strategic Issues from the 2017/18 Council Plan	Risk	Mitigation	Management Comment	Current Status
<p>Green Council: Adverse weather conditions on the highway network.</p>	<ul style="list-style-type: none"> Road conditions across the Council are adversely affected. 	<ul style="list-style-type: none"> Resurfacing and permanent patching schemes prioritised for summer period. Timely responses to repair network as defects identified. 	<p>The previous year's increase in risk has been mitigated by a number of schemes of works that have been undertaken to improve the condition of the carriageway overall. Repairing the Council's roads is a priority for the service and resources were provided to identify and then prioritise the roads in need of repair.</p>	<p>Closed</p> <p>Planned maintenance works during the year have reduced the significance of this risk.</p>
<p>Serving Council: The scale of the financial challenge.</p>	<p>The Council has insufficient funding to meet its priorities and obligations.</p>	<ul style="list-style-type: none"> The Council's Medium Term Financial Strategy and efficiency programme. National negotiations on local government funding. 	<p>The Council's budget setting process and management of the Medium Term Financial Strategy enabled the Council to set a balanced budget for 2019/20.</p> <p>The future of Council funding however, remains uncertain.</p>	<p>Open</p> <p>The initial forecast for 2019/20 was considered by Cabinet in April 2019 and will continue to be closely monitored.</p>

Those risks closed are shown in blue text

What are the significant governance and strategic issues identified during 2018/19?

The review of the effectiveness of the Council’s governance framework has identified the following significant issues that will need to be addressed during 2019/20. These are categorised as:

- i) Internal Council Governance issues – those derived from the portfolio, Overview and Scrutiny and Audit Committee annual self-assessments that affect the internal governance arrangements of the Council.
NOTE: Issues marked * have been retained as high profile for further work, even though the risk score was 3 or above.
Issues marked # show risk issues which have increased in risk significance, even though they still retained a score of 3 or above
- ii) Strategic Council Plan issues – those that have been identified as part of the Council Plan for 2018/19 which remain un-mitigated i.e. a ‘Red’ risk status.

i) Internal Council Governance issues for 2018/19	Risk	Mitigation
<p>(A1,A2,A3) Behaving with integrity. #</p> <p>(E54) Developing the capability of the entity’s leadership and other individuals – developing protocols to ensure that elected and appointed leaders negotiate their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained. #</p>	<ul style="list-style-type: none"> • Protecting the reputation of the Council. • Members not leading by example on the values for the organisation. 	<ul style="list-style-type: none"> • Refresh training and advice. • Sustained work with Group Leaders and the Chair of the Council. • The Council has approved the Flintshire Standard which sets expectations about behaviour. • The Council regularly sends members on the WLGA Leadership Programme which will explain the roles of elected members and officers. • There is a process of induction for councillors who are new to positions of responsibility within the council (e.g. committee chair or

i) Internal Council Governance issues for 2018/19	Risk	Mitigation
		<p>cabinet member). This explains the remits of elected councillors and officers.</p> <ul style="list-style-type: none"> • Council procedures further reinforce the respective roles.
<p>(A8) Demonstrating strong commitment to ethical values. #</p>	<ul style="list-style-type: none"> • Under realisation of external service providers to provide social value benefits that communities can gain from. 	<ul style="list-style-type: none"> • Review of expectations of external providers, both voluntary and contractual, as part of the implementation of a new Social Value Strategy (endorsed Cabinet March 2019). • Initial focus is to generate social value through procurement.
<p>(B23,24,25) Engaging stakeholder effectively, including individuals citizens and service users. *</p> <p>(E61) Developing the capability of the entity's leadership and other individuals – ensure that there are structures in place to encourage public participation. *</p> <p>(F69) Managing performance – 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. *</p>	<ul style="list-style-type: none"> • Ensuring that impacts, both negative and positive are fully understood when making Council decisions. • Public participation is not built into consultation and communication strategies, leading to mis-communication and difficulties in implementing change. 	<ul style="list-style-type: none"> • Template and guidance for all committee reports to ensure that both communications and risk are comprehensively considered and reported on as part of the Integrated Impact Assessment. captures Specific issues which may be of consequence for protected groups and other issues of impact need to be considered and captured. • New format for reporting to be introduced Summer 2019. • Increased use of tools such as Gov. Delivery and Customer Accounts.

i) Internal Council Governance issues for 2018/19	Risk	Mitigation
(C27,29) Defining outcomes in terms of sustainable economic, social and environmental benefits. #	<ul style="list-style-type: none"> • Expectations of delivery in accordance with the Future Generations and Wellbeing Act have been raised. • Service planning does not take into account service user’s needs in the future. • Legal and or judicial challenges. 	<ul style="list-style-type: none"> • Part of the review of the Council Plan 2019/20 and the review of the current set of Well-Being Objectives (both due to be reported in June/July 2019). • Reflect within provisions made in the Medium Term Financial Strategy.
(C30,31) Defining outcomes – identifying and managing risks to the achievement of outcomes and making best use of the resources available. *	<ul style="list-style-type: none"> • Risk management not fully related to the achievements of all that we do. • Inconsistent application of the risk management strategy across all portfolios. • Risks are not mitigated during transitional or implementation phases. • Outcomes are under-achieved. 	<ul style="list-style-type: none"> • Improvement still needed in this area to ensure that risk management is related fully and comprehensively to the achievement of outcomes in all that we do. • Ensure that within the new risk register that arrangements are in place to risk assess the achievement of outcomes.
(D38,39) Planning interventions - establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets. * Planning interventions – Engaging with internal and external stakeholders in determining how services and other interventions can best be delivered. *	<ul style="list-style-type: none"> • Inconsistent application of planning methodologies to ensure effective delivery of outcomes. • Ensuring that impacts, both negative and positive are fully understood when making Council decisions. • Lack of effective feedback mechanisms to inform stakeholders how their views have been taken into account: stakeholders remain uninformed and less likely to support service change. • Lack of structures to encourage public participation. 	<ul style="list-style-type: none"> • Provide and apply a comprehensive set of tools and guidance to ensure that strategic and operational plans are maintained to inform other strategies such as the MTFS.

i) Internal Council Governance issues for 2018/19	Risk	Mitigation
(D43) Planning interventions – Ensuring capacity exists to generate the information required to review service quality regularly. *	<ul style="list-style-type: none"> • Lack of appropriate information to inform service quality and policy decisions. 	<ul style="list-style-type: none"> • Review of the information available to inform service quality, as part of the Members’ Workshop on Performance Management.
(E53) Developing the entity’s capacity – Developing and maintaining an effective workforce plan to enhance strategic allocation of resources. *	<ul style="list-style-type: none"> • Sustainability of service provision. • Ineffective allocation of resources. • Reputational damage following reduction in quality of service. 	<ul style="list-style-type: none"> • Whilst the Council already has individual Portfolio workforce plans, these need to be consolidated into one Council workforce plan in accordance with the People Strategy.
(E58) Developing the capability of the entity’s leadership and other individuals – Ensuring employees have access to appropriate induction, with ongoing training and development matching individual and organisational requirements is available and encouraged. *	<ul style="list-style-type: none"> • Employees unable to carry out their roles effectively following recruitment. • Employees not provided with the values and objectives of the organisation. • Changes to policies, technologies, practices, legislation not understood; leading to inefficiency and under productivity. 	<ul style="list-style-type: none"> • Ensure that Induction sessions are carried out in a timely fashion and that all new employees attend. • Introduce monitoring of the corporate induction process as a quarterly report to CRO&SC and Cabinet to monitor effectiveness and ensure compliance.
(E64) Developing the capability of the entity’s leadership and other individuals – 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. *	<ul style="list-style-type: none"> • Resilience of workforce is impacted by capacity and changing demands. 	<ul style="list-style-type: none"> • Next stage of development of the Mental Health and Wellbeing Plan for the workforce as one of the commitments within the People Strategy.

i) Internal Council Governance issues for 2018/19	Risk	Mitigation
(F68,F69) Managing performance – Monitoring service delivery effectively including planning, specification, execution and independent post implementation review. *	<ul style="list-style-type: none"> • Outcomes following implementation may not have been delivered. • Lessons not learned nor shared. 	<ul style="list-style-type: none"> • Inclusion of post implementation reviews in Scrutiny Forward Work Programmes. • Work with Scrutiny Chairs and vice-chairs and the Liaison Group to ensure that risks and performance are 'cornerstone' items of O&S FWP. • Ensure risks are adequately covered in committee reports. • Brief committees on risk issues using half hour slots before meetings where necessary.
(F71) Managing performance – Providing members and senior management with regular reports on service delivery and on progress towards outcome achievement. *	<ul style="list-style-type: none"> • Lack of timeliness of reporting leading to out of date information upon which to make decisions / assess risks. 	<ul style="list-style-type: none"> • Continue with Council Plan reporting on historical factual information within 2 months of the quarterly period, but with current updates contained within the report. • Use of the most up to date data to inform reports for decision making. • Members to be involved in what is valuable to be measured within portfolios (Performance Management workshop).
(F78) Managing Data – Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to ensure the security of personal data used. *	<ul style="list-style-type: none"> • Legal challenge and fines. • Personal confidentiality breached. 	<ul style="list-style-type: none"> • Continue with monitoring processes and procedures set out for compliance with GDPR, until evidence that consistent approaches are being undertaken in each portfolio.

i) Internal Council Governance issues for 2018/19	Risk	Mitigation
<p>Agreed actions within the Red / limited (2) assurance Internal Audit reports are implemented.</p>	<ul style="list-style-type: none"> • Failure to address control and governance issues identified as part of the audit work undertaken. 	<ul style="list-style-type: none"> • Detailed actions plan in place to address the finding.
ii) Strategic Issues from the 2018/19 Council Plan	Risk	Mitigation
<p>Supportive Council Debt levels will rise if tenants are unable to afford to pay their rent or council tax.</p>	<ul style="list-style-type: none"> • Council will not recover income to offset costs. • Tenants will fall into more categories of debt. • Potential rise in homelessness presentations. 	<ul style="list-style-type: none"> • Early intervention for tenants claiming Universal Credit to tackle rent arrears and encourage payment of rent. • Avoid new or escalating arrears to ensure that homelessness is prevented where possible.
<p>Supportive Council Demand outstrips supply for residential and nursing home care bed availability.</p>	<ul style="list-style-type: none"> • Lack of residential and nursing home care bed availability leading to more hospital stays. • Increased stress on carers. • Primary care resources stretched further . 	<ul style="list-style-type: none"> • Expansion of Marleyfield to support the medium term development of the nursing sector is ongoing. • Re-phasing of Integrated Care Fund capital to fit in with the Council's capital programme has been agreed by Welsh Government. • Other active workstreams, including the development of resources to support the sector, diagnostic reviews for providers and Care Conferences.

ii) Strategic Issues from the 2018/19 Council Plan	Risk	Mitigation
<p>Learning Council Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets.</p>	<ul style="list-style-type: none"> The fabric of Education and Youth buildings will continue to decline. 	<ul style="list-style-type: none"> Condition surveys identify priorities for investment. County policy for school re-organisation.
<p>Green Council Funding will not be secured for priority flood alleviation schemes.</p>	<ul style="list-style-type: none"> Inability to secure the WG grant funding and/or FCC capital funding necessary to deliver priority flood alleviation schemes. 	<ul style="list-style-type: none"> Review our approach to funding capital projects.
<p>Serving Council The scale of the financial challenge.</p>	<ul style="list-style-type: none"> Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget. 	<ul style="list-style-type: none"> The Medium Term Financial Strategy (MTFS) continues to be reviewed to forecast the financial resources to be available to the Council during the period based on the best available intelligence and identification of solutions available. National and local solutions for addressing the budget gap continue to be explored.

Certification

The review provides good overall assurance that Flintshire County Council's arrangements continue to be regarded as fit for purpose in accordance with the governance framework requirements for Local Authorities within Wales.

Opportunities to maintain and develop the Council's governance arrangements have been identified through this review. We pledge our commitment to addressing these issues over the coming year and we will monitor their implementation and operation as part of our next annual review.

Signed on behalf of Flintshire County Council

Colin Everett – Chief Executive

Cllr. Ian B Roberts – Leader of the Council

**Flintshire County Council Corporate Governance Framework
Principal Statutory Obligations and Organisational Objectives**

Behaving with integrity, demonstrating strong commitment to ethical values & respecting the rule of the Law

Ensuring Openness & Comprehensive Stakeholder Engagement

Defining Outcomes in terms of Sustainable Economic, Social & Environmental Benefits

Determining the Interventions to optimise the achievements of the intended outcomes

Developing the Council's capacity, including capability of its leadership & individuals within it

Managing risks & performance through robust internal control & strong financial management

Implementing good practices in transparency, reporting & audit to deliver effective accountability

Assurance Statement

Corporate Governance comprises the systems and processes, cultures and values, by which Flintshire County Council are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities

Public Key Documents: Annual Review / Production

Key Documents: Ad-hoc Review / Production

Contributing Processes Regulatory Monitoring

- Annual Governance Statement
- Annual Outturn Finance Report
- Annual Performance Report
- Annual Information Governance Statement
- Capital Strategy and Asset Management Plan
- Code of Corporate Governance
- Code of Ethical Practice on Procurement
- Contract Procedure Rules
- Digital Strategy
- Financial Regulations
- Council Plan
- Medium Term Financial Strategy
- Members' Allowance Scheme
- Overview and Scrutiny Annual Report
- People Strategy
- Portfolio Business Plans
- Public Services Board Wellbeing Plan
- Statement of Accounts
- Strategic Equality Plan
- Strategic Risk Register
- Treasury Management Strategy
- Annual Audit Report

- Anti-Fraud Work plan
- Business Continuity Plans
- Communications Principles
- Constitution
- Data Protection Policy
- Equality and Diversity Policies
- HR Policies
- Health & Safety Policies
- Internal/External Audit Protocol
- IT Policies
- Members Code of Conduct
- Officers Code of Conduct
- Procurement Strategy
- Social Media Policy
- Welsh Language Standards
- Whistle Blowing Policy

- Appraisal and Supervision
- Attendance management
- Audit Committee
- Budget Monitoring Reports
- Comments, Complaints and Compliments
- Corporate Governance
- Corporate Health & Safety
- Council (Plan) Governance Framework
- Council Meetings
- Engagement and Consultation
- External Audit
- FCC Web site
- Induction
- Inspectorate Reports
- Internal Audit
- Job Descriptions
- Manager Toolkits
- Member Training
- Monitoring Officer
- Partnership Self Assessments
- Performance Management
- Risk Management
- Scrutiny Framework
- Staff induction
- Your Council newsletter