

## The Governance Framework

A brief description of the key elements of the governance framework the Council has in place is provided below

### Vision and Priorities

The Council has a clear vision of creating a lifetime of opportunities in Enfield. Underpinning this commitment are three strategic aims (good homes in well-connected neighbourhoods, sustain strong & healthy communities and build our economy to create a thriving place), the delivery of which will contribute to the lives and wellbeing of all residents of the Borough.

The Council's Corporate Plan sets out the strategic aims and priorities for the next 4 years will be delivered using other plans and strategies for key areas of work. The vision and strategic aims are supported by the Council's Customer Promise to deliver a positive customer experience (friendly and helpful, honest and respectful and professional and courteous) which was developed through consultation with staff and customers. Full details of the Council's vision and strategic aims can be viewed on the Council's website via the link <https://new.enfield.gov.uk/>.

In addition to monitoring and reviewing the operation of the Constitution to ensure its aims and principles are given full effect, the Council's Monitoring Officer maintains and ensures an up-to-date version of the Constitution is widely available for inspection by members, staff and the public.

Full details of the Council's Constitution including all updates made to date can be viewed on the Council's website via the link <https://new.enfield.gov.uk/>

### The Constitution

The Constitution sets out the basic rules governing the Council's business, which includes how the Council operates; how decisions are made; roles and responsibilities of functions, members and management; and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people.

It contains Codes of Conduct and Protocols for Officers and Members; rules of procedure including Financial Regulations, Contract Procedure Rules, Operating Rules for Committees and Partnership Procedure Rules; Responsibility for Functions including the Scheme of Delegation; Purpose and Powers of the Overview and Scrutiny Committee as well as roles and functions of the Full Council. Cabinet and Officers: and Members Allowances Scheme.

## **Performance Management**

To measure the progress made on delivering the Council's priorities, a range of performance measures are monitored with performance indicators reported quarterly to the Executive Management Team Board and Cabinet. This informs decision making and indicates where resources should be focused.

Detailed performance monitoring is also carried out by departments to support day-to-day service delivery.

Also, the Council's corporate reporting template includes sections to capture key risks, which ensures the impact on areas such as Council priorities, objectives, finances and performance management are considered by decision makers.

All reports to the Executive Management Team, Cabinet, Council and individual executive members for delegated action demonstrates synergy with the Council's objectives and related performance management process. They also include the relevant key risks, the impact of the risk on the subject matter, controls and actions that will be taken to mitigate the risks.

Staff performance is assessed against a group of behaviours which allow for development needs to be identified and addressed. All staff have regular structured meetings with their line manager which incorporate discussions around performance, behaviours and development. All staff are set clear objectives and targets for achievement which are reviewed every six months.

## **Risk Management**

The Council recognises that risk management is an integral part of good governance and key to effective delivery of public services. It has therefore embedded risk management processes throughout its structure and processes. The Risk Management Strategy; which is reviewed annually, sets out how threats and opportunities faced in the delivery of the Council's objectives are managed. The Strategy explains key responsibilities for risk management at all levels across the Council and describes the process used in identifying, evaluating, controlling, reviewing and communicating risks across the Council.

## **Compliance with relevant Laws and Regulations, internal policies and procedures**

The Council's financial management arrangements conform to the requirements of the *CIPFA Statement on the Role of the Financial Officer in Local Government (2010)* and assurance arrangements conform to the governance requirements of the *CIPFA Statement on the Role of the Head of Internal Audit (2010)*.

The Council has a number of statutory posts who are designated as Chief Officers including: the Chief Executive (s.4 Local Government and Housing Act (LGHA) 1989), who is the designated Head of Paid Service; the Executive Director, Resources undertakes the Section 151 officer role (Local Government Act 1972); the Director of Law & Governance is the designated Monitoring Officer (s.5 LGHA 1989). To meet requirements under the Children Act 2004 (s.18) and the Local Authorities (Social Services) Act 1970 (s. 6 (A1)), the Executive Director, People is the designated Director of Children's Services and Director of Adult Social Services. Pursuant to s. 73A (1) of National Health Service Act 2006, the Council has a Director of Public Health.

The Councillor Conduct Committee implements the relevant requirements of Section 28 of the Localism Act 2011. These include ensuring high standards of conduct and arrangements for dealing with allegations that a councillor or co-opted member has failed to comply with the members' Code of Conduct.

The Council also has a number of policies in place such as the Counter Fraud Strategy, which includes the counter fraud and corruption policy statement, Whistleblowing Policy, Anti-Money Laundering policy, Contract Procedure Rules and Pay Policy, which are kept under regular review and updated as necessary.

Monthly Assurance Board meetings, chaired by the Chief Executive, provide a well-established and effective process for reviewing and monitoring risk, governance, internal controls and legal and other compliance issues.

The Council's Competency Framework sets the standard for outstanding leadership. It is used as an ongoing assessment and development tool to help staff lead more effectively in order to improve services. The Competency Framework is applicable to all leadership and management roles within the Council.

### **Audit & Risk Management Committee**

The Council has established an Audit & Risk Management Committee whose primary purpose is to ensure best practice in corporate governance and to enable the Council to discharge its fiduciary responsibilities in preventing fraud and corruption, and arranging proper stewardship of public funds.

The Committee reports on its annual activities and has considered its effectiveness against the standards for committees set out by the Chartered Institute of Public Finance and Accountancy (CIPFA) to ensure compliance with good practice and also refreshed its Terms of Reference.

Full details of the work carried out by the Audit & Risk Management Committee can be viewed on the Council's website via the link <https://new.enfield.gov.uk/>

### **Members / Senior Officers Training and Development**

The Council's Member and Democratic Services Group, comprising 5 members of Council, which may include Cabinet Members, is responsible for considering and developing proposals relating to all aspects of Members' support including training and development. Specific briefing sessions on topical issues are also held for Members such as the Audit & Risk Management Committee and Councillor Conduct Committee.

The Council takes a strategic approach to consultation and public engagement as outlined in its Engagement Framework. Public consultations to gain the views of local residents and businesses on policy are carried out and an overview of the Council's consultation and engagement activities for the year can be viewed on the website via the link <https://new.enfield.gov.uk/>

Examples of other governance mechanisms for engaging with the community and other stakeholders include Ward Forums, which enable councillors to engage local people more directly in strategic issues that matter to them; the Parent Engagement Panel, which aims to build community capacity and resilience by engaging positively and empowering Enfield parents and their children; the Housing Board, which provides a channel of communication between tenants and leaseholders, officers and executive Members of the Council and Culture Change Forum, which is a network of staff from across the Council, headed by the Chief Executive, that comes together to share lively debate and ideas and act as a critical friend to the Council's change programme.

### **Counter Fraud including Whistleblowing**

The Council is committed to zero tolerance of fraud and corruption in Enfield and the actions it will take to achieve this are detailed in three key policies, which are the Counter Fraud Strategy (including the counter-fraud and corruption statement and fraud response plan), Anti-Money Laundering Policy and the Whistleblowing Policy & Procedure.

### **Communication and Engagement**

The Council's website, which has over 110,000 registered users, is interactive and allows our customers and businesses to locate information and carry out tasks such as completing standard applications, paying bills and reporting local issues. The Enfield Connected account function provides more detailed personalised information to registered users to enhance the customer experience for regular users of the website.

The Council also uses social media sites such as Twitter, Facebook, LinkedIn and YouTube to communicate with all sections of the community and stakeholders. In addition, all Council meetings are open to the public.

These policies were reviewed during 2017/18 and apply to all employees, Members and contractors of the Council.

Full details of the policies and how they are implemented can be viewed on the Council's website via the link <https://new.enfield.gov.uk/>

## **Equality and Diversity**

The Council conducts Equality Impact Assessments on all major proposals and changes to Council policies and service delivery, which are attached to Council reports. These highlight any likely impacts on protected characteristic groups under the Equality Act 2010 (age, disability, gender reassignment, race, religion or belief, sex, sexual orientation marriage and civil partnership and pregnancy and maternity). Where appropriate the Council puts in place mitigating actions to eliminate or minimise potential adverse impacts. This is particularly relevant with continuing financial constraints and cuts to services. The Council has a Corporate Equalities Group to oversee consistency across the Council and to ensure it continues to meet its statutory obligations with regard to the Equality Act.

## **Overview & Scrutiny Committee**

To discharge the functions conferred by Section 21 of the Local Government Act 2000, Health & Social Care Act 2012 and Police & Criminal Justice Act 2006 (as amended), the Council has established an Overview and Scrutiny Committee, which holds decision makers to account and takes an independent leadership role in the continuous improvement in the performance of its functions. Full details of the function, powers and work carried out by the Overview & Scrutiny Committee can be viewed on the Council's website via the link <https://new.enfield.gov.uk/>

## **Partnerships and Change / Transformation Management**

Partnerships form a large part of the way in which the Council seeks to procure and deliver services. Compliance with the Council's constitution in all of these matters is an absolute requirement. The Constitution impacts on partnership processes primarily in two ways, which are the decision-making process and the Contract Procedure Rules that guide individuals through any procurement process that may be required.

The Council's Partnership Procedure Rules provide guidance on the main characteristics of a partnership which will need to be considered and where advice may be sought.