

Broads Authority

26 July 2019

Agenda item number 11

Review of Annual Governance Statement and Code of Corporate Governance

Report by Head of Governance

Summary

Every year the Broads Authority reviews its governance and internal control systems, including risk management, and publishes an Annual Governance Statement supported by a Code of Corporate Governance to show how it is complying with the principles of good governance. The latest Annual Governance Statement and Code of Corporate Governance are attached.

Recommendation

To approve the Annual Governance Statement for 2018/19 and Action Plan for 2019/20 and to note that, subject to the implementation of improvements identified in the Action Plan, the Authority's systems of governance and internal control are considered to be adequate and effective.

1. Introduction

- 1.1. As a public body, the Broads Authority is responsible for making sure it has strong and up-to-date governance and internal control systems that comply with the principles of 'good governance'. Under the Accounts and Audit Regulations 2015, we must publish an Annual Governance Statement (Appendix 1) on the effectiveness of our systems during the year, and an action plan to address any identified weaknesses. The Statement accompanies the annual Statement of Accounts and must be published by 31 July following the financial year to which it relates.
- 1.2. The Statement is guided by the 'Delivering Good Governance in Local Government: Framework', which includes principles on integrity, ethical values and the rule of law; stakeholder engagement; sustainable economic, social and environmental benefits; leadership and resources; risk and performance; and transparency, reporting and review. Our internal and external audit, internal review and other reports, and the Code of Corporate Governance all provide evidence for the Statement.

- 1.3. The Audit and Risk Committee (ARC) will review the Statement on 23 July 2019 and present any suggested amendments or recommendations to the Broads Authority on 26 July. Once the Authority approves the Statement, it is signed by the Chair and Chief Executive and the Action Plan 2019/20 is implemented.

2. Code of Corporate Governance

- 2.1. The Code of Corporate Governance (Appendix 2) helps us to develop our governance framework based on best practice and external guidance. The Code is updated annually, with significant changes reported in the Annual Governance Statement and any actions included in the Action Plan. The Code is signed by the Chair and Chief Executive and published on the Broads Authority website on the [how we work](#) page.

3. Audit opinion

- 3.1. The Annual Report and Opinion for 2018/19 by the Head of Internal Audit concludes that the Authority's framework of governance, risk management and controls is reasonable, with all audits concluding with a positive opinion.
- 3.2. While no issues raised by internal audit were significant enough for inclusion in the Statement, the report highlighted an issue relating to an invoice fraud that resulted in the Authority making a payment erroneously. External Audit was also informed about this incident, which took place in 2019/20, and the Chief Financial Officer has carried out a formal investigation.

Author: Maria Conti

Date of report: 15 July 2019

[Broads Plan](#) objectives: None

Appendix 1 – Draft Annual Governance Statement 2018/19 and action plan 2019/20 and Action Plan 2018/19 progress report

Appendix 2 - Code of Corporate Governance 2019

Broads Authority

DRAFT Annual Governance Statement 2018/19 and action plan 2019/20

Published July 2019

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1. Introduction

- 1.1. As a public body the Broads Authority is responsible for making sure its governance and internal control framework is robust, up-to-date and in line with the principles of good governance. This is about conducting our business in accordance with the law

and proper standards, using public money wisely and efficiently, and having appropriate arrangements in place to protect our assets and meet our strategic aims. It is also about our staff and Members representing the shared values and culture of the organisation.

- 1.2. To show how we are complying with good governance, we prepare an Annual Governance Statement ¹and publish it alongside our annual Statement of Accounts in July. The Statement is guided by the Framework document [Delivering Good Governance in Local Government](#), which has principles focusing on integrity, ethical values and the rule of law; stakeholder engagement; sustainable economic, social and environmental benefits; leadership and resources; risk and performance; and transparency, reporting and review.
- 1.3. Alongside the Statement we produce an action plan to address any weaknesses identified by internal and external audit, self-assessment and other reports, and by our [Code of Corporate Governance](#) (Appendix 2). Our Action Plan 2019/20 and an update on last year's plan are at Appendices 1(b) and 1(c).

2. Our governance framework

Purposes and duties

- 2.1. The Broads Authority is a statutory body with similar responsibilities to those of the English, Welsh and Scottish National Park Authorities². It is the local planning authority, and a harbour and navigation authority. It has a duty to manage the Broads to conserve and enhance its natural beauty, wildlife and cultural heritage, to promote opportunities for the public to understand and enjoy its special qualities, and to protect the interests of navigation.
- 2.2. In managing the area, the Authority must have regard to the national importance of the Broads for its natural beauty and opportunities for open-air recreation, the desirability of protecting its natural resources from damage, and the needs of agriculture and forestry and economic and social interests of those who live or work in the area. The Authority also has the duty to maintain the navigation area to such standard as appears to be reasonably required and to develop and improve it as it thinks fit.

Strategic plans

- 2.3. The [Broads Plan](#) is the key partnership strategy for the Broads, setting out a long-term vision and short-term objectives to benefit of the environment, local communities

¹ Regulation 6(1)(a) and (b) of the Accounts and Audit Regulations 2015

² The Broads Authority was established under the Norfolk and Suffolk Broads Act 1988.

Further provisions for the management of the area were made through the Broads Authority Act 2009.

and visitors. The current Plan was adopted in March 2017 and we publish 6-monthly [progress updates](#) in May and November.

- 2.4. In May 2018, following formal consultation and an examination in public, we adopted the Broads Local Plan, which sets out the policies used in determining planning applications for the plan period to 2036.
- 2.5. Under the Broads Plan sit more detailed guiding strategies, generally focusing on a single theme and covering a short-term period. In the last year we have reviewed and updated action plans for the Broads Integrated Access Strategy and the Broads Biodiversity & Water Strategy.
- 2.6. We publish our Annual Business Plan in May, outlining our work priorities for the coming year and summarising last year's progress. The Business Plan is a link between the strategies for the Broads and our team work plans. Each year we also identify a small set of strategic priorities, focused on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. This helps us target our resources and make the most of partnership working and external funding opportunities. We report progress at each Broads Authority meeting.

National Parks Review and Peer Review

- 2.7. Over the past 18 months, two reviews have been looking at our governance. In 2018 the Government commissioned a review of National Parks and Areas of Outstanding Natural Beauty (AONBs) looking at the coverage of these designated areas, how they deliver their responsibilities and how they are financed, and whether there is scope for expansion. The review team visited the Broads in November 2018 and their report is expected in September 2019.
- 2.8. In 2017 we invited an expert Peer Review Team to examine our leadership, governance, policies and procedures and suggest any changes to improve our effectiveness. In May 2018, in response to the Team's recommendations, we implemented a number of changes. The next stage is to review the effectiveness of the changes. It has been agreed that the Team's Chair, together with a Lead Member and a Managing Director responsible for two of the Norfolk constituent local authorities, will carry out a brief desk-based review in 2019/20.

Committees and management

- 2.9. The Broads Authority has unique governance arrangements, reflecting the interests of both national and local stakeholders. Of its 21 Members, ten are appointed by the Secretary of State, nine are locally elected County and District Councillors and two are appointed by the Authority from the Navigation Committee. Other than Planning Committee and those matters delegated to the Chief Executive, all matters are dealt with by the full Broads Authority as the prime decision maker. Routine decision making is delegated by Members to Officers of the Authority through the Scheme of Delegated Powers.

- 2.10. An action from the Peer Review was to amend the Authority's committee cycle. The full Authority now meets for formal business six times a year, with two of the scheduled meeting dates used for site visits or workshops to give Members more opportunity for informal interaction outside the main business meetings. There is a new process for the annual appointment of Chairs and Vice-Chairs, committee membership and appointments to outside bodies, to create a more transparent appointment process and allow Members to express their preferences for serving on Committees and outside bodies. The Authority also set up a Chairs' Group to give Chairs and Vice-Chairs a more active role in maintaining an overview of the work of the various committees, and to better support the Chair and Chief Executive.
- 2.11. Another action from the Peer Review was to repurpose the Financial Scrutiny and Audit Committee as the Audit and Risk Committee (ARC) with an amended Terms of Reference, to make its role clearer to the public. The ARC is an advisory committee meeting three times a year. It is responsible for examining our governance, internal control and risk management framework, and taking a strategic view on whether our allocated resources are being used effectively.
- 2.12. Our functions as a [Local Planning Authority](#) are carried out by the Planning Committee, with powers delegated to Officers in line with national legislation. It is a decision-making committee and normally meets every four weeks. Planning decisions, whether made at Committee or through delegated powers, are published on our Planning website.
- 2.13. The Navigation Committee advises the Authority's on significant matters affecting the navigation area. While it does not make decisions, if the Authority does not accept the Committee's recommendations it must give reasons. As a result of the Peer Review, meetings of the Committee were reduced from six to five per year, with members also invited to the Authority's twice-yearly site visits/workshops.
- 2.14. Our final formal committee is the Broads Local Access Forum, a semi-independent body that advises the Authority on improving public access to land within the Broads executive area.
- 2.15. The Authority has two Independent Persons, appointed for a 4-year period, who are regularly consulted to help the Authority achieve high ethical standards. The current postholders were appointed in 2016.
- 2.16. The Authority has four statutory officers who carry out specific duties. They are the Head of Paid Service (Chief Executive), Section 17 Officer (Chief Financial Officer), Navigation Officer (Head of Ranger Services) and Monitoring Officer. The Chief Executive, Chief Financial Officer, Director of Strategic Services and Director of Operations make up our Management Team. We are also required to have a Data Protection Officer, and this role is currently held by the Director of Operations as a qualified Data Practitioner.

Financial arrangements

- 2.17. It is considered that the Authority's financial management arrangements conform with CIPFA's [Statement on the Role of the Chief Financial Officer in Local Government](#) (2016). As a key member of the Management Team, the Chief Financial Officer is actively involved in material business decisions to help the Authority develop, resource and implement its strategic plans sustainably and in the public interest.
- 2.18. We have a number of procedures in place to make sure we obtain best value for money in all we do, and we review them all on a regular basis. The Financial Regulations, reviewed in March 2018, were updated to reflect that the Section 17 Officer and Treasury is now managed in-house. Our Counter Fraud, Corruption and Bribery Strategy and our Procurement Strategy were also updated in March 2018, and our Standing Orders Relating to Contracts in May 2018. We also reviewed our Advertising and Sponsorship Policy in February 2019 and our Capital, Treasury and Investment Strategy in March 2019.
- 2.19. We monitor the effectiveness of our internal financial control systems through the consideration of regular internal audits, performance management and budget monitoring reports, and through ARC reports.

3. Decision making and openness

- 3.1. Our arrangements for decision making are set out in publicly available documents. These include Standing Orders, Scheme of Delegated Powers and a Protocol on Member and Officer Relations. An action for 2019/20 is to commission an external review of all our constitutional documents to make sure they are fit for purpose, in line with best practice and legislation, simple and streamlined.
- 3.2. Our committees each have distinct terms of reference. Meetings are held in public, apart from some agenda items which are exempt under legislative guidance, and members of the public may ask questions. Since 2017, all our meetings are audio recorded.
- 3.3. Staff roles and responsibilities are defined through job descriptions and regularly updated policies and procedures, including a code of conduct and annual performance appraisals. The Authority is accredited by Investors in People (IIP), having had its Silver accreditation rating reconfirmed in December 2018 for a period of one year.
- 3.4. In line with the Government's commitment to freedom of information and local government transparency, we publish requested data such as spending, assets and our organisational structure, on our website at www.broads-authority.gov.uk. Our commitment to protecting people's privacy and processing personal data in accordance with data protection legislation is set out within our [Data Protection Policy](#).

4. Ethics and integrity

- 4.1. Under the Localism Act 2011 we have the duty to promote and maintain high standards, and we seek to embed this throughout our governance and internal control systems. The seven principles of public life (known as the Nolan Principles) are incorporated in the Members' Code of Conduct, which was updated in November 2018 to process complaints more efficiently. Our Independent Persons provide external scrutiny of its standards processes.
- 4.2. We have produced our own set of core values which we promote to our staff and Members through posters and screen savers, codes of conduct and protocols, recruitment, interview and appraisal processes, and development programmes.

Our Core Values

We show commitment - Working together for a common purpose; Showing flexibility, trust and enthusiasm; Delivering on our promises.

We are caring - Setting realistic and properly resourced workloads; Supporting each other to get things done; Giving praise and daring to challenge.

We are exemplary – Being visible, approachable and professional; Making sound judgements on strong evidence; Aiming higher, smarter and always inspiring.

We are open and honest – Being fair and consistent in our words and actions; Always willing to ask, listen and respond; Doing what's right and being accountable.

We are sustainable – Looking after our resources wisely; Understanding the impact of our choices; Doing work that adds real value.

5. Engaging with stakeholders

- 5.1. We encourage our partners, interest and user groups and local communities to engage with us in various ways. This includes drop in events such as partnership working groups and Parish Forums, direct contact such as officers or members attending user group meetings, public events like the Royal Norfolk Show, digital and social media feeds and newsletters, and formal written consultations such as the recent process for the Broads Local Plan. We also seek user opinions through our annual visitor survey and the ongoing user analysis for our website, Facebook and Twitter feeds.
- 5.2. In 2018 we reviewed all our engagement methods, including a survey of all organisations represented on the consultative Broads Forum. As a result, we replaced the Forum with [Broads Engage](#), which brings together all the ways people can hear about and have a say on the use and management of the Broads. We held Broads Engage workshops in November 2018 and April 2019, each attended by around 50 representatives from a wide range of interest groups. The feedback from attendees

was positive, and their input has informed the updating of the Broads Integrated Access Strategy and Broads Biodiversity & Water Strategy.

6. Managing risk and performance

- 6.1. The ARC's responsibilities include gaining assurances from a range of measures and reports that the Authority is obtaining value for money in the use of its resources, and that risk and performance are being actively managed to achieve best results. We have identified actions in this year's Action Plan (Appendix 1a) to strengthen our risk management processes.
- 6.2. In 2018/19, we upgraded our IT Disaster Recovery Infrastructure and it will be tested in 2019/20. We will also update and improve our Risk Registers at strategic and operational level, and our Business Continuity Plan, which lessens the impact of a major incident affecting some or all of our operations.
- 6.3. We have internal financial controls to reflect good practice and make sure our finances are managed securely to minimise risk. These include approved budgets, separation of duties and authorised signatures. We also maintain a database of all our land and property assets and an Asset Management Strategy that includes an asset disposal policy, to help us plan our maintenance and replacement programme and reduce the risk of unexpected costs.
- 6.4. Our performance across our operations is assessed at regular Management Team meetings, with financial reports and budgets considered monthly and reports provided to Members at each Authority meeting.
- 6.5. There is a whistleblowing policy for our staff, and the Monitoring Officer has a duty to write a report if the Authority or any of its committees proposes action that would be unlawful or amount to maladministration.

7. Internal and external audit

- 7.1. Our internal and external auditors are the main independent sources of assurance on the operation of our governance framework and the Statement of Accounts. Other sources include organisations such as Investors in People, and our Independent Persons who provide independent scrutiny on our procedures.
- 7.2. An external provider reviews the effectiveness of our internal control systems, which includes our internal audit function. This helps to emphasise audit's key role of audit and its connection to governance, risk management and internal control. The broad categories for internal audit are the annual opinion, corporate governance, fundamental financial systems, service area audits and significant computer systems. The Head of Internal Audit (HIA) develops an annual strategic audit plan using a risk-based approach. The annual opinion is on the overall adequacy and effectiveness of the Authority's internal control environment, highlighting significant issues.

- 7.3. The Management Team submits a response to each recommendation in the internal audit reports, stating whether it is accepted and what action will be taken. The ARC receives a summary of internal audit work during the year and progress reports on implementing the audit recommendations. Any significant concerns are reported to the Broads Authority. The Authority is also informed of the work of the appointed External Auditors, including the Annual Audit letter from the External Auditors.

Annual report and opinion 2018/19

- 7.4. The HIA's overall opinion for 2018/19 is that the Authority's framework of governance, risk management and controls is **reasonable**, with all audits concluding with a positive opinion.
- 7.5. While no issues raised by internal audit were significant enough for inclusion in the Statement, the report highlighted an incident when the Authority had been subject to an invoice fraud that resulted in the Authority making a payment erroneously. This incident took place in 2019/20. External Audit was also informed about this incident, and the CFO has carried out a formal investigation and taken actions to protect the Authority against this happening again.

8. Action Plans

- 8.1. The Action Plan for 2019/20 and a summary of progress against last year's plan are in Appendices 1a and 1b.
- 8.2. In this year's Action Plan, there is a particular focus on actions to improve our risk management systems, and to complete our work on National Park branding.
- 8.3. We are satisfied that the Action Plan will address the identified weaknesses, and will report back on its implementation as part of our next Statement.

Broads Authority
Annual Governance Statement 2019/20

Signed

Chair of the Authority

Date2019

Signed.....

Chief Executive

Date2019

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Appendix 1a

BA Annual Governance Statement Action Plan 2019/20

Team	Actions	Lead Officers	Priority target date
Governance	Commission external team to assess effectiveness of Peer Review Action Plan a year after its implementation	Chief Executive	M 31/07/19
Governance	Commission Birketts Solicitors to review BA's constitutional documents to make sure they are fit for purpose, represent best practice, are in line with up-to-date legislation and are simpler to understand.	Chief Executive	M Report to Broads Authority in November 2019
Legal Services	Review performance of current legal services contractor and consider future arrangements, including potentially tendering for the work	Management Team	H 6-month review, September 2019
Risk Management	Update Risk Management Policy to reflect governance arrangements and responsibilities for risk, including those assigned to Audit & Risk Committee (ARC). Following Authority approval, publish policy on BA intranet.	Management Team	H 29/11/19
Risk Management	a) Review Strategic Risk Register (SRR) to identify which risks are strategic and which are operational/service level. Score all strategic risks and state which strategic objective they relate to, with colour coding clarifying 'risk appetite'. Define scoring criteria for high/medium/low (H/M/L) risk in relation to severity/impact (for categories such as financial, reputation and service provision) and to likelihood.	Management Team	H a) 1/11/19 b) 19/11/19

Team	Actions	Lead Officers	Priority target date
	b) Explain changes from previous SRR in reports to ARC.		
Risk Management	Update Risk Management page on BA intranet, incorporating revised documents and how risks are managed. Identify training needs across Authority.	Head of Safety Management	M 29/11/19
Risk Management	Introduce standard risk implications section on committee report template.	Head of Governance	L 31/1/20
Risk Management	<ul style="list-style-type: none"> • Make sure senior managers are aware that Business Continuity recovery timelines of up to 24 hours may not be achievable if such recovery has to be undertaken using tape backups stored at Dockyard. Formally document staff acceptance (or otherwise) to support this. • Look at options to enhance Data Replication (DR) service so it covers priority services such as Finance and Tolls. • Formally document all DR testing in test reports to relevant senior managers and use lessons learned to inform updating of DR plans. • Update relevant project management processes to include work to understand DR requirements for new or changed infrastructure. • Move server rack containing DR infrastructure from Dockyard to more appropriate location. 	Head of IT & Collector of Tolls	All actions will be completed by 31 July
Communications and branding	Update Communications Team workplan to include completion of Broads National Park branding strategy and work in relation to audit recommendations including training,	Head of Comms	H 05/07/19

Team	Actions	Lead Officers	Priority target date
	updating intranet communications page and issuing internal guidance on use of BA and Broads National Park logos.		
Communications and branding	<ul style="list-style-type: none"> • Following approval of NPA branding guidelines, update BA Communications Policy to include roles and responsibilities for overseeing management of correct branding, and include in separate branding section of policy. • Include information on role of Communications Team and on updated branding policy within BA induction checklist. • Produce guidance for staff on criteria for applying either BA or Broads National Park logo (or both) including reference to partnership/project work and to Broads National Park brand standards and branding strategy. • Revise and relaunch Communications page on BA intranet, to include strategy and associated documents, Communications Team details, and provision of staff and member training on branding. 	Head of Comms	M 31/10/19
Human Resources	Continue preparation of report on equality assessment of employment policies and practices (Equalities Working Group)	Head of HR	L 31/03/20
Human Resources	Complete Phase 2 of updating internal HR policies and procedures	Head of HR	L 31/03/20

July 2019

Appendix 1b

BA Annual Governance Statement Action Plan 2018/19 – progress report

Action	Lead Officers	Priority Target date	Progress
Continue implementation of BA General Data Protection Regulation (GDPR) compliance plan. Review policies/ procedures in light of forthcoming guidance from Information Commissioner's Office	Data Protection Officer	H 31/03/19	Policies reviewed in light of ICO guidance.
Equalities Working Group: Report on equality assessment of employment policies and practices	Head of HR, Volunteer Coordinator, Solicitor & Monitoring Officer (SMO)	L 31/03/19	Work in progress - action to carry forward to 2019/20 action plan.
Complete implementation of Peer Review Action Plan in response to Peer Review team report and recommendations	Chief Executive	H 31/12/18	Proposals implemented. External team to assess effectiveness of Peer Review Action Plan in 2019/20.
Complete draft of Members' Handbook (issued as part of induction process), to incorporate key member documents	SMO	L 30/09/18	Members Handbook produced and published online.
Complete phase 2 of updating internal HR	Head of HR	M	Process ongoing; key policies and

Action	Lead Officers	Priority Target date	Progress
policies/ procedures		31/03/19	procedures updated.
Agree timescales for completing lease agreements with legal service providers to avoid delays (part of review of external legal services, with intention of setting up standing lists)	SMO	M 30/09/18	Delays with procurement process and reduction in SMO hours mean that legal services provision, including property matters, will now be reviewed in 2019/20.
Include Port and Marine Safety Code in future annual reports, to include compliance and standard of performance cross-referenced to performance dashboard	Head of Safety Management, Head of Communications	M 30/09/18	Statement to reflect recommendation to be included in Annual Report 2018/19 and as standing item in future reports.
Provide briefing packs on risk assessment process, hazard ID and assessment and ALARP (As Low as Reasonably Practicable) principle to new Navigation Committee (NC) appointees and Boat Safety Management Group (BSMG), and keep training records	Head of Safety Management, SMO	M Feb 2019	All members of BSMG, Stakeholder Hazard Review Group, NC and Broads Authority (BA) receiving formal training on risk assessment and ALARP principles before dealing with risk assessments process; recorded in minutes when hazards are reviewed/ assessed. New members

Action	Lead Officers	Priority Target date	Progress
			included as regular refresher training process. Stakeholder Hazard Review completed and BSMG, NC and BA members to be briefed in June 2019.
Update Scheme of Powers Delegated to Officers to remove outdated references to Treasurer and Financial Advisor to the Authority and replace them with current references including Chief Financial Officer (Section 17 Officer)	SMO	L July 2018	Completed

July 2019

Appendix 2

Broads Authority Draft Code of Corporate Governance 2019

- 1.1 The Code of Corporate Governance helps the Broads Authority, as a public body, to develop a governance framework based on good practice and external guidance and to demonstrate compliance with the principles of good governance.
- 1.2 Good governance is about making sure we do the right things, in the right way and for the right people in a timely, inclusive, open, honest and accountable manner. It is the systems and processes, and the values and principles, which direct and control what we do and how we relate to our communities. A key focus for good governance within the public sector is to achieve sustainable results to benefit the economy, the environment and society.
- 1.3 Our Code of Corporate Governance is based on the core principles in the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government'. We also have our own set of core values to underpin the behaviour of our Members and staff, who all share responsibility for good governance.
- 1.4 We review and update the Code every year through consultation with the Management Team, Chief Financial Officer and other staff, the Head of Internal Audit and the Chair of the Audit and Risk Committee. Significant areas of concern raised in the review are referred to the Management Team or appropriate committee for comment or decision.
- 1.5 The Chief Executive is delegated to make necessary changes to the Code as a result of the review to keep it up-to-date. Significant changes are reported to the Authority in July as part of the Annual Governance Statement, and any new or outstanding actions are included in the Statement Action Plan for the following year. The Code is approved by the Authority and signed by the Chair and Chief Executive.

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Chair of the Authority

.....

Chief Executive

Date July 2019 (Review date April 2020)

Broads Authority, Yare House, 62-64 Thorpe Road, Norwich, NR1 1RY

Email broads@broads-authority.gov.uk

Broads Authority Code of Corporate Governance: Schedule (July 2019)

This schedule represents what we do, or intend to with immediate effect, to demonstrate our compliance with the principles of good governance in local government. The core principles and sub-principles are taken from the CIPFA/SOLACE Framework [Delivering Good Governance in Local Government](#) (2016). We will review our performance against the Code during 2019/20 and report the results to the Authority meeting in July 2020 as part of the Annual Governance Statement.

Table 1

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

Sub principles	Our evidence to support this principle
<p>Behaving with integrity</p> <ul style="list-style-type: none"> ➤ Behaving with integrity and leading a culture where acting in the public interest is visibly and consistently demonstrated, thereby protecting the reputation of the organisation ➤ Establishing and communicating specific standard operating principles or values for the organisation and its staff, building on the Seven Principles of Public Life (the Nolan Principles) ➤ Leading by example, embedding the above principles in effective, up-to-date policies and processes and using them as a framework for decision making and other actions 	<ul style="list-style-type: none"> • Annual Governance Statement and Action Plan • Appointment of Independent Persons • Audit and Risk Committee oversight • Code of Conduct for Employees (HR Policy 2), Members and Planning Committee Members • Members Counter Fraud, Corruption and Bribery Strategy & Response Plan • Declaration of Gifts and Hospitality for Members and Officers • Disciplinary Procedures for Officers (HR Policy 11) • Financial Regulations, Contract Standing Orders and Procurement Strategy • Internal and External Audit • Local Protocol on Member and Officer Relations • Member and Officer induction and annual appraisal programmes • BA Core Values • Register of Interests for Members and declarations of interests made at meetings and recorded in minutes

Sub principles	Our evidence to support this principle
	<ul style="list-style-type: none"> • Safeguarding Policy (HR Policy 22) • Standing Orders Relating to Contracts • Standing Orders for the regulation of Authority proceedings • Terms of Reference of Committees • Whistleblowing Policy for Officers (HR Policy 15)
<p>Demonstrating strong commitment to ethical values</p> <ul style="list-style-type: none"> ➤ Establishing, monitoring and maintaining the organisation’s ethical standards and performance ➤ Underpinning personal behaviour with ethical values that permeate all aspects of the organisation’s culture and operation ➤ Developing and maintaining robust policies and procedures that place emphasis on agreed ethical values ➤ Making sure external providers of services on behalf of the organisation act with integrity and in compliance with ethical standards expected by the organisation 	<ul style="list-style-type: none"> • Annual performance appraisal for Members and Officers • BA Core Values • Codes of Conduct for Employees (HR Policy 2), Members and Planning Committee Members • Equality Policy (HR Policy 1) • Investors in People accredited Silver in Dec 2018 • Procurement Strategy and procedures • Recruitment & Selection Policy (HR Policy 16) and procedures • Use of Independent Persons in complaints procedures • Whistleblowing Policy for Officers (HR Policy 15)
<p>Respecting the rule of law</p> <ul style="list-style-type: none"> ➤ Demonstrating a strong commitment to the rule of the law as well as adhering to relevant laws and regulations ➤ Making sure statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements ➤ Making the best use of the full powers 	<ul style="list-style-type: none"> • Codes of Conduct for Employees (HR Policy 2), for Members, and for Planning Committee Members and Officers • Committee structure in place with Terms of Reference, including powers reserved to the BA • Compliance with CIPFA’s statement on the role of the Chief Finance Officer in Local Govt (CIPFA 2015)

Sub principles	Our evidence to support this principle
<p>available for the benefit of citizens, communities and other stakeholders</p> <ul style="list-style-type: none"> ➤ Dealing effectively with breaches of legal and regulatory provisions ➤ Dealing effectively with corruption and misuse of power 	<ul style="list-style-type: none"> • Counter Fraud, Corruption and Bribery Strategy and Response Plan • Disciplinary Procedures for Officers (HR Policy 11) • Financial Regulations, Contract Standing Orders and Procurement Strategy • Internal and external audit • Job descriptions and recruitment process for officers • Member induction programme and development protocol • Monitoring Officer appointed by BA • Provision of legal advice to Members and Officers • Register of Member and Officer interests and related party interests • Role descriptions for Members • Scheme of Powers Delegated to Officers • Statutory Officers appointed by the Authority • Whistleblowing Policy for Officers (HR Policy 15)

Table 2

Principle B: Ensuring openness and comprehensive stakeholder engagement

Sub principles	Our evidence to support this principle
<p>Ensuring openness</p> <ul style="list-style-type: none"> ➤ Demonstrating, documenting and communicating the organisation’s commitment to openness ➤ Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption 	<ul style="list-style-type: none"> • Annual Governance Statement • BA Core Values • BA website (includes public information about Members and their roles, Officer roles, and how the public can input to and influence BA decisions)

Sub principles	Our evidence to support this principle
<p>is for openness - if that is not the case, a justification for the reasoning for keeping a decision confidential is provided</p> <ul style="list-style-type: none"> ➤ Providing clear reasoning and evidence for decisions, in both public records and explanations to stakeholders, being explicit about the criteria, rationale and considerations used. In due course, making sure the impact and outcomes of those decisions are clear ➤ Using formal and informal consultation and engagement to determine the most appropriate and effective interventions or courses of action 	<ul style="list-style-type: none"> • Broads Engage stakeholder events and promotion • Broads Local Plan - formal consultation stages (set out in Statement of Community Involvement) • Chairman’s briefings • Committee meetings held in public and audio recordings of meetings available to public on request • Fair and transparent data processing through privacy notices • Financial Regulations and Standing Orders Relating to Contracts • Financial statements • Information published in respect of expenditure over £250 • Member Allowance Scheme • Public consultation processes for strategic plan reviews (e.g. Broads Plan, guiding strategies) • Public question time at committee meetings • Publication of agendas and reports in line with Local Government Act1972 requirements • Record of decisions in committee minutes • Strategic Partnerships Register • Use of Transparency Regulations 2015
<p>Comprehensive stakeholder engagement</p> <ul style="list-style-type: none"> ➤ Engaging effectively with all stakeholders, making sure the purpose and aims for each stakeholder relationship are clear so outcomes are 	<ul style="list-style-type: none"> • Annual Business Plan, Annual Report and visitor publications (e.g. Broadcaster), social media accounts • Appointment process to Navigation Committee and Broads Local Access

Sub principles	Our evidence to support this principle
<p>successful and sustainable</p> <ul style="list-style-type: none"> ➤ Developing formal and informal partnerships to encourage more efficient use of resources and more effective outcomes ➤ Basing partnerships on trust, shared commitment to change, culture that promotes and accepts challenge among partners, and clear awareness of the added value of partnership working ➤ Establishing a clear policy on the type of issues the organisation will meaningfully consult on or involve communities, individuals, service users and other stakeholders to make sure the service (or other) provision is contributing towards intended outcomes ➤ Having effective communication methods and making sure members and officers are clear on their roles in community engagement ➤ Encouraging, collecting and evaluating the views and experiences of stakeholders of different backgrounds, including reference to future needs ➤ Implementing effective feedback mechanisms to show how stakeholder views have been considered ➤ Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity ➤ Taking account of the impact of decisions on future generations of tax payers and service users 	<p>Forum</p> <ul style="list-style-type: none"> • Broads Briefing monthly newsletter from CEO • Broads Engage stakeholder events (e.g. workshops, Parish Forums), feedback processes and promotion • Broads Local Access Forum • Broads Local Plan - formal consultation stages (set out in Statement of Community Involvement) • Broads Plan 6-monthly progress update report (and continual progress monitoring on e-system) • Broadsheet (toll payer newsletter) • KPI annual reporting as part of NPA monitoring process to Defra • Learning resources on BA website, including Broads Curriculum materials for schools • Navigation Committee • Notices to Mariners • Public questions time at committee meetings • Regular meetings between Chairs and CEOs of BA and constituent local authorities • Regular officer level liaison with partner organisations • Visitor and user surveys

Table 3

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

Sub principles	Our evidence to support this principle
<p>Defining outcomes</p> <ul style="list-style-type: none"> ➤ Having a clear vision statement of the organisation’s purpose and intended outcomes, with performance indicators, that provide the basis for its overall strategy, planning and other decisions ➤ Specifying the intended impact on/ changes for stakeholders in the short and longer term ➤ Delivering defined outcomes sustainably basis within available resources ➤ Identifying and managing risks to achieving outcomes ➤ Managing service user expectations with regard to setting priorities and making the best use of available resources 	<ul style="list-style-type: none"> • Norfolk & Suffolk Broads Act 1998 (BA statutory purposes) • Annual Business Plan • BA guiding level strategies (e.g. Integrated Access, Sediment Management, Education, Biodiversity) • Broads Local Plan (spatial planning policy) • Broads Plan (key partnership strategy for the Broads, reviewed on 5-yearly cycle) • Risk Register • Strategic Partnerships Register
<p>Considering social, economic and environmental benefits</p> <ul style="list-style-type: none"> ➤ Considering and balancing the combined economic, social and environmental impact of policies and plans when taking decisions about service provision ➤ Taking a longer-term view in 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 ➤ Determining the wider public interest associated with balancing conflicting interests in achieving the various economic, social and environmental 	<ul style="list-style-type: none"> • Norfolk & Suffolk Broads Act 1998 (BA statutory purposes) • Broads Local Plan • Broads Plan and guiding level strategies • Equalities Working Group • Project Development Group procedures • Public consultation for strategic plan reviews

Sub principles	Our evidence to support this principle
<p>benefits, through consultation where possible, to ensure appropriate trade-offs</p> <p>➤ Ensuring fair access to services</p>	

Table 4

Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes.

Sub principles	Our evidence to support this principle
<p>Determining interventions</p> <p>➤ Making sure decision makers receive objective and rigorous analyses of various options showing how intended outcomes would be achieved and associated risks, to achieve best value.</p> <p>➤ Considering stakeholder feedback when making decisions about service improvements, or where services are no longer required, to prioritise competing demands and limited resources such as people, skills and land, and bearing in mind future impacts.</p>	<ul style="list-style-type: none"> • BA and partner/stakeholder working groups • Budget setting process • Chairman’s briefing sessions • Chairs’ Group • Financial Regulations and Standing Orders Relating to Contracts • Member working groups • Project boards for large partnership projects (e.g. CANAPE and Water, Mills & Marshes) • Project Development Group procedures • Public consultation responses informing strategic plan and policy reviews (e.g. Broads Plan, Broads Local Plan)
<p>Planning interventions</p> <p>➤ Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets</p> <p>➤ Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered</p> <p>➤ Considering and monitoring risks facing</p>	<ul style="list-style-type: none"> • Annual budget processes approved by BA with consultation by Navigation Committee • Financial Monitor • Financial Strategy • Key Performance Indicator (KPI) annual reporting as part of monitoring process to Defra • Performance reporting to Committees

Sub principles	Our evidence to support this principle
<p>each partner when working collaboratively, including shared risks</p> <ul style="list-style-type: none"> ➤ Having flexible and agile arrangements so mechanisms for delivering goods and services can adapt to changing circumstances ➤ Establishing appropriate key performance indicators (KPIs) as part of the planning process to identify how the performance of services and projects is to be measured ➤ Ensuring capacity exists to generate the information required to review service quality regularly ➤ Preparing budgets in accordance with objectives, strategies and the medium-term financial plan ➤ Informing medium- and long-term resource planning by drawing up realistic estimates of revenue and capital expenditure, aimed at developing a sustainable funding strategy 	<ul style="list-style-type: none"> • Regular monitoring undertaken by budget holders and Management Team and reported to committee • Review cycles for Broads Plan, guiding strategies (e.g. Integrated Access Strategy, Biodiversity & Water Strategy) and Broads Local Plan • Risk management (see principle F) • Strategic Risk Register reviewed regularly by Audit & Risk Committee
<p>Optimising achievement of outcomes</p> <ul style="list-style-type: none"> ➤ Ensuring the medium-term financial strategy integrates and balances service priorities, affordability and other resource constraints ➤ Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term ➤ 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, to achieve outcomes 	<ul style="list-style-type: none"> • Annual setting of tolls in consultation with Navigation Committee and Member Working Group • Asset Management Strategy • Budget and 3-year Financial Strategy agreed by BA • Budget reports, management procedures and training • Budgets monitored by Audit & Risk Committee and BA • Capital, Treasury and Investment Strategy • Procurement Strategy and reference guide • Standing Orders Relating to Contracts

Sub principles	Our evidence to support this principle
<p>while optimising resource use</p> <ul style="list-style-type: none"> ➤ Ensuring ‘social value’ through service planning and commissioning 	

Table 5

Principle E: Developing the Authority’s capacity, including the capacity of its leadership and the individuals within it

Sub principles	Our evidence to support this principle
<p>Developing capacity</p> <ul style="list-style-type: none"> ➤ Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness ➤ Improving resource use through techniques such as benchmarking ➤ Recognising the benefits of partnerships and collaborative working where added value can be achieved ➤ Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources 	<ul style="list-style-type: none"> • Annual presentation to BA on major partnerships • Health and Safety policies and procedures • ICT Corporate Group review of ICT performance • Management Team decision in recruitment processes • Member and Officer induction and appraisal programmes • Strategic Risk Register review • Whistleblowing Policy for Officers (HR Policy 15)
<p>Developing leadership capacity</p> <ul style="list-style-type: none"> ➤ Developing protocols to ensure 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 ➤ Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body ➤ Ensuring the Chair and Chief Executive Officer have clearly defined and distinctive leadership roles within a structure whereby the CEO leads in 	<ul style="list-style-type: none"> • Chief Finance Officer compliance with CIPFA Statement on the Role of the Chief Finance Officer in Local Government • Conditions of employment and HR policies • Contract management in respect of externally provided services • Data Protection Officer in place • Financial Regulations and Standing Orders • Member and Officer appraisal programmes, Member Development Protocol • Member workshops on key issues • Monitoring Officer appointed by BA

Sub principles	Our evidence to support this principle
<p>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</p> <ul style="list-style-type: none"> ➤ Developing the capabilities of members and senior management to achieve effective leadership, and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks ➤ Having structures in place to encourage public participation ➤ Considering the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections ➤ Holding staff to account through regular performance reviews that take account of training or development needs ➤ Maintaining the health and wellbeing of the workforce and helping individuals to maintain their own physical and mental wellbeing 	<ul style="list-style-type: none"> • Scheme of Powers Delegated to Officers • Standing Orders for the Regulation of Authority Proceedings • Terms of Reference for Committees

Table 6

Principle F: Managing risks and performance through robust internal controls and strong public finance management

Sub principles	Our evidence to support this principle
<p>Managing risk</p> <ul style="list-style-type: none"> ➤ Recognising risk management is integral to all activities and must be considered in all aspects of decision making ➤ Implementing robust and integrated risk management arrangements and making sure they work effectively 	<ul style="list-style-type: none"> • Business Continuity Plan and Disaster Recovery Plan • Counter Fraud, Corruption and Bribery Strategy and Response Plan • Risk analysis in BA reports • Risk Management Policy

Sub principles	Our evidence to support this principle
<ul style="list-style-type: none"> ➤ Allocating clear responsibilities for managing individual risks 	<ul style="list-style-type: none"> • Strategic Risk Register (reviewed every 6 months and reported to Audit and Risk Committee)
<p>Managing performance</p> <ul style="list-style-type: none"> ➤ Effectively monitor service delivery including planning, specification, execution and independent post implementation review ➤ 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 ➤ Ensuring an effective scrutiny or oversight function is in place that provides constructive challenge and debate on policies and objectives before, during and after decisions are made. This will help enhance the performance of the organisation and any other organisation (or committee system) for which it is responsible ➤ Effectively and constructively challenging and policies and objectives to support balanced and effective decision making ➤ Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement ➤ Ensuring consistency between specification stages (such as budgets) and post implementation reporting (such as financial statements) 	<ul style="list-style-type: none"> • Audit and Risk Committee • Capital, Treasury and Investment Policy • Chairs’ Group • Financial Monitor • Financial Regulations and procedures • Management Team and Section Head reviews of Directorate work plans and budgets • Procurement Strategy • Regular finance reports to BA, Audit & Risk Committee and Navigation Committee • Risk and financial implications in reports to BA • Standing Orders Relating to Contracts • Statement of Accounts follows budget headings • Terms of Reference for Committees
<p>Developing robust internal control</p> <ul style="list-style-type: none"> ➤ Aligning the risk management strategy 	<ul style="list-style-type: none"> • Annual Governance Statement and Action Plan

Sub principles	Our evidence to support this principle
<p>and policies on internal control with achieving objectives</p> <ul style="list-style-type: none"> ➤ Regularly evaluating and monitoring risk management and internal control ➤ Having effective counter fraud and anti-corruption arrangements in place ➤ Making sure that additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor ➤ Having an audit committee or equivalent group/function, independent of the executive and accountable to the governing body 	<ul style="list-style-type: none"> • Annual Internal Audit plans include key control and corporate governance • Annual Report and Opinion provided by Head of Internal Audit with ref to governance, risk management and internal control arrangements • Codes of Conduct for Employees (HR Policy 2), for Members, and for Planning Committee Members • Standing Orders Relating to Contracts • Procurement Strategy • Counter Fraud, Corruption and Bribery Strategy and Response Plan • Disciplinary Procedures for Officers (HR Policy 11) • Effective internal audit function resourced and maintained • Financial Regulations, Contract Standing Orders and Procurement Strategy • Audit and Risk Committee • Investors in People (Silver accreditation Dec 2018) • Internal and external annual audit processes • Local Protocol on Member and Officer Relations • Publication of reports and meeting minutes showing declarations of interest made • Risk Owners (e.g. reporting to Strategic Risk Register) • Scheme of Delegation of Powers to Officers • Standing Orders Relating to Contracts • Training for Members

Sub principles	Our evidence to support this principle
	<ul style="list-style-type: none"> • Treasury and Investment Strategy
<p>Managing data</p> <ul style="list-style-type: none"> ➤ Having effective arrangements in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data ➤ Having effective arrangements in place and operating when sharing data with other bodies ➤ Regularly reviewing and auditing the quality and accuracy of data used in decision making and performance monitoring 	<ul style="list-style-type: none"> • Annual Governance Statement • Data and Information Retention Policy • Data Asset Register, privacy notices and Protection policy • Data Protection Officer (qualified Data Practitioner), data protection training to Members and Officers • Encryption of portable devices • IT security arrangements • Review of contracts to ensure data security provisions are incorporated • Statement of Accounts narrative report
<p>Having strong public financial management</p> <ul style="list-style-type: none"> ➤ Ensuring financial management supports both long-term achievement of outcomes and short-term financial and operational performance ➤ Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls 	<ul style="list-style-type: none"> • 3-year Financial Strategy • Annual budget and budget management procedures • Annual Business Plan • Annual Statement of Accounts • Asset Management Strategy • Chief Finance Officer compliance with the CIPFA Statement on the Role of the Chief Finance Officer in Local Government • Earmarked reserves for long-term replacement of assets • External Audit reports • Financial Regulations and procedures • Financial statements • Reports to BA include financial and risk considerations • Treasury and Investment Strategy

Table 7

Principle G: Implement good practice in transparency, reporting and audit to deliver effective accountability

Sub principles	Our evidence to support this principle
<p>Implementing good practice in transparency</p> <ul style="list-style-type: none"> ➤ Writing and communicating reports for public and other stakeholders in fair, balanced and understandable style, appropriate to the intended audience and easy to access and interrogate ➤ 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 or for users to understand 	<ul style="list-style-type: none"> • Annual Governance Statement and Action Plan • Information published in respect of expenditure over £250 • Monthly data published on BA website in line with Local Government Transparency Code • Record of delegated decisions • Scheme of Delegation of Powers to Officers
<p>Implementing good practice in reporting</p> <ul style="list-style-type: none"> ➤ Reporting at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way ➤ Ensuring members and senior management own the results reported ➤ Ensuring robust arrangements for assessing the extent to which principles in this Framework have been applied, and publishing the results on this assessment, including action plan for improvement and evidence to demonstrate good governance (AGS) ➤ Apply Framework to jointly managed or shared service organisations as appropriate ➤ Ensure performance information that accompanies the financial statements on a consistent and timely basis and the statements allow for comparison with 	<ul style="list-style-type: none"> • Annual Governance Statement and Action Plan • Broads Plan 6-monthly progress update report • S17 officer reporting requirements • Statements of Accounts narrative report • Strategic Direction reports (on BA annual strategic priorities)

Sub principles	Our evidence to support this principle
other, similar organisations	
<p>Developing assurance and effective accountability</p> <ul style="list-style-type: none"> ➤ Acting upon recommendations for corrective action made by external audit ➤ Ensuring an effective internal audit service with direct access to members is in place, providing assurance with regard to governance arrangements, and acting upon recommendations ➤ Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations ➤ Gaining assurance on risks associated with delivering services through third parties and evidencing this in the AGS ➤ When working in partnership, make sure arrangements for accountability are clear and the need for wider public accountability is recognised and met 	<ul style="list-style-type: none"> • Annual Governance Statement and Action Plan • Attendance of internal and external auditors at Audit and Risk Committee • Audit actions formally logged, followed up and reported to ARC • Follow up of internal audit recommendations by Chief Finance Officer and periodically reported to ARC • Head of Internal Audit compliance with CIPFA Statement on the Role of the Head of Internal Audit • Internal audit function delivered by contract and meets PSIAS requirements • Investors in People silver accreditation (Dec 2018) • Peer Review (2017) and Action Plan (reviewed 2019/20) • Strategic Risk Register