

Salford City Council

CODE OF CORPORATE GOVERNANCE

Drafted by: Monitoring Officer

Approved by Audit and Accounts Committee:

This Code of Corporate Governance is available online at:

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1. What is Corporate Governance?

Corporate Governance is the term used to describe how the council manages its affairs and its relationship with the community, colleagues, customers and partners. Corporate Governance is the way in which the council ensures the delivery of high-quality services to all taxpayers and citizens. It is about how the council ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

The Chartered Institute of Public Finance & Accountancy (CIPFA), and the Society of Local Authority Chief Executives & Senior Managers (SOLACE) have produced revised guidance on delivering good governance. “Delivering Good Governance in Local Government” was published in 2016. The guidance states that *“the overall aim is to ensure that resources are directed in accordance with agreed policy and according to priorities, that there is sound and inclusive decision making and that there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.”*

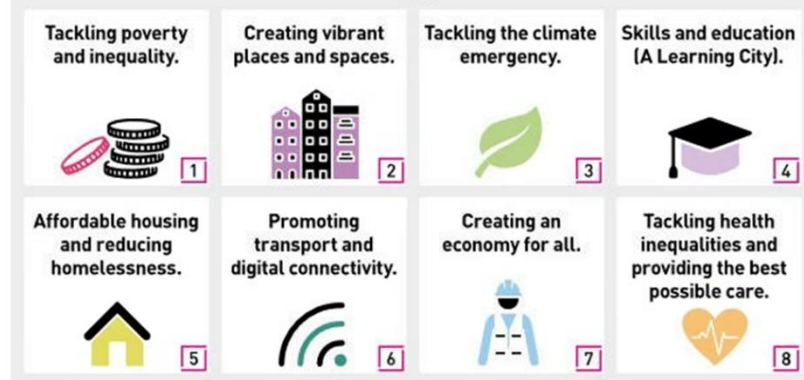
This document sets out the principles of good governance identified by CIPFA and SOLACE and identifies the internal controls that the council has developed in order to ensure good governance.

2. Key Roles of Local Authorities

Salford City Council, as a public organisation, is committed to ensuring the highest possible standards of governance in order to fulfil its vision.



The Great Eight are:



To deliver the vision the council currently delivers a wide range of services which involve working in partnership with others at a local and a regional level, often under contractual

arrangements, many of which involve considerable levels of funding. The council continues to develop robust governance arrangements for all of its partnership arrangements.

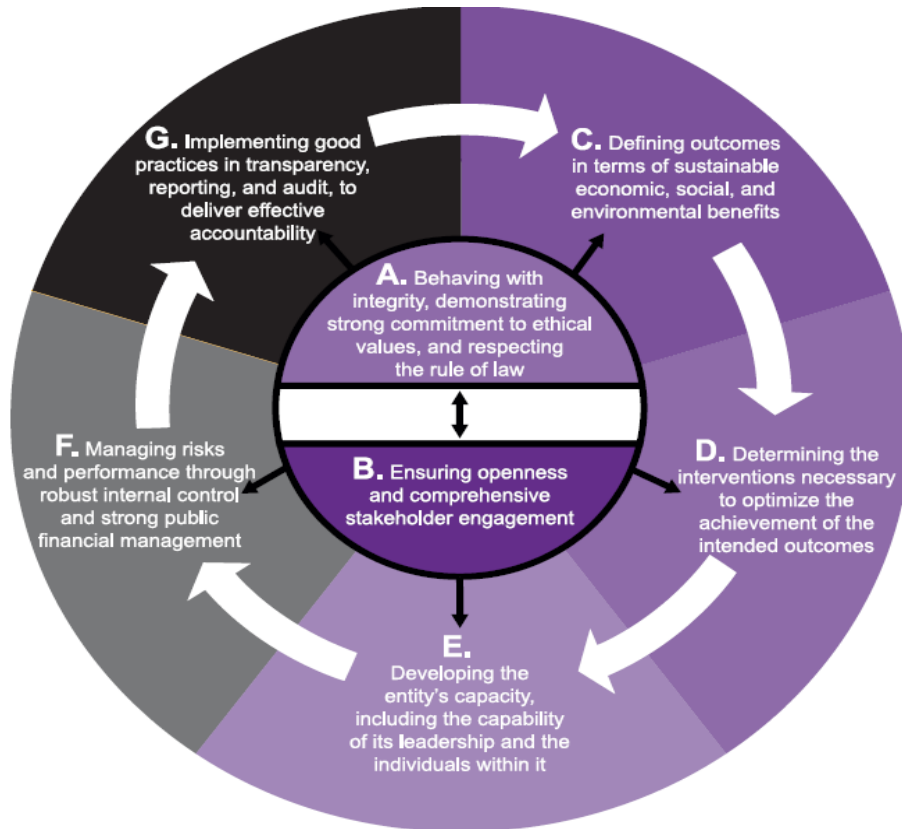
Salford City Council is committed to fulfilling its vision. To enable us to deliver on this vision we will make best use of the resources and assets available to us and our local communities to improve the quality of life for the people of Salford. Our commitment, and how we will achieve these aims, is set down in this Code of Corporate Governance. Openness, inclusion, integrity and accountability are fundamental principles by which the council operates.

3. The Governance Framework and the Core Principles of Good Governance

In order to demonstrate the fulfillment of its commitment the council operates a governance framework. The governance framework sets out how the council is operating in order to demonstrate compliance, ongoing improvement, its commitment to maintaining the highest ethical standards and levels of governance and also to prepare for the compilation of the Annual Governance Statement (AGS).

The council has based its governance framework on the CIPFA/SOLACE guidance 2016 'Delivering Good Governance in Local Government'. The framework sets out 7 core principles for good governance.

The diagram below, re-produced from the CIPFA/SOLACE guidance 2016 'Delivering Good Governance in Local Government', illustrates the seven principles of good governance and how they relate to one another.



4. Demonstrating Compliance that we deliver on the Principles of Good Governance

Maintain a local code of corporate governance

Appendix 1 of this document sets out in detail how the council will support these principles and demonstrates how it will meet the specific requirements of the framework. Following the annual review of corporate governance this document will be updated to ensure it provides an accurate statement of the council's current position in relation to governance standards.

Review of the council's corporate governance

The council will arrange for regular, at least annual, independent reviews of its corporate governance arrangements to be carried out by Internal Audit to ensure continuing compliance with best practice.

In addition the council will ensure that there is an ongoing process of self-assessment of governance standards and improvement planning.

Following each review and self-assessment the council will ensure that an improvement action plan is produced, or an existing one updated, in order to address any significant weaknesses identified and ensure continuous improvement in the system of corporate governance.

Report publicly on compliance with governance arrangements in the Annual Governance Statement

The council will produce an Annual Governance Statement (AGS). This will accompany the council's annual Statement of Accounts. It will state what arrangements the council has in place to ensure the effectiveness of its governance framework and the degree to which the council has followed its stated governance principles.

The AGS will also highlight any areas the council considers to require significant improvement and outline the actions planned to address them.

The annual corporate governance review and self-assessment results will provide sources of assurance used to inform the compilation of the AGS. Other sources of assurance include the risk management and performance management systems, Internal Audit reporting and external inspection regimes.

The Audit and Accounts Committee will review the robustness of the AGS. The City Mayor and the Chief Executive are required to sign off the AGS.

5. Responsibilities

Every council officer and member has a responsibility to ensure their personal conduct and the organisation's governance arrangements are always of the highest standard possible.

Senior managers have a responsibility for reviewing governance standards in their areas of responsibility annually and for providing documented assurance of their adequacy, and for identifying and implementing any necessary improvement actions. Improvement actions should be reflected in the appropriate business plans.

The Chief Finance Officer has a responsibility to ensure that the council makes arrangements for the proper administration of its financial affairs.

The City Mayor and Chief Executive will ensure that an annual review is completed of corporate governance arrangements and give assurances on their adequacy in the AGS which will accompany the Statement of Accounts.

The Audit and Accounts Committee will ensure that the Code of Corporate Governance is reviewed regularly to reflect ongoing developments and planned improvements to the framework and authorise any amendments.

6. Reporting

The annual review of corporate governance will be reported to the Audit and Accounts Committee. The main points of this review will be summarised in the published AGS.

7. Communication and Training

The Code of Corporate Governance will be published and accessible to all council employees and members. Induction training will make reference to corporate governance arrangements. Key officers and members will receive ongoing training and awareness raising to ensure changes in the Code are communicated.

The Code of Corporate Governance will be reported publicly to citizens and service users with a copy available on the authority's website. The AGS will be reported publicly, with a copy made available via the website.

8. Covid-19 Governance Arrangements and Recovery

The governance framework has been amended to include the arrangements put in place to ensure effective governance during the Coronavirus pandemic. The council recognised that the Covid-19 pandemic presented a considerable risk to its operation as well as to the safety and security of people living in the city. Government guidance meant that Committee meetings would be unable to be held, in accordance with social distancing guidelines, until legislation came into force on 4 April 2020 to allow remote virtual committee meetings.

The council had effective urgency provisions to carry out its decision making virtually. The Chief Executive consulted with the City Mayor and Deputies daily. As soon as regulations were issued the council began to plan for open virtual meetings and for annual council which was slightly delayed until June 2020. At this meeting interim, time-limited, changes were approved to certain sections of the Constitution aimed at assisting with the effective operation of remote meetings during the Coronavirus/Covid-19 pandemic. The council also adopted a Remote Meetings Protocol at annual council making more detailed provision concerning such meetings. Having clear rules and procedures for remote meetings will assist in ensuring that all necessary requirements are met, thus reducing the risk of challenge to decisions and that remote meetings are conducted in an efficient and effective manner.

APPENDIX 1

DELIVERING GOOD GOVERNANCE IN SALFORD CITY COUNCIL

CORE PRINCIPLE A

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

Supporting Principle	How We Demonstrate Compliance
A1 Behaving with Integrity IP/ SB	<ul style="list-style-type: none">➤ We ensure that members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the council by:<ul style="list-style-type: none">• The council has a Code of Conduct for employees• The council has a Code of Conduct for Members which is based on a series of general principles which build on the Seven Principles of Public Life (the Nolan Principles): Selflessness, honesty and integrity, objectivity, accountability, openness, personal judgement, respect for others, duty to uphold the law, stewardship and leadership. This code is contained within the council's Constitution (Part 6, Section A).• Member training programme includes training on the Code of Conduct/ ethical standards/ requirements for specific committees.• Member/ officer declarations of interest.• Related Parties Disclosure in Statement of Accounts.• Scrutiny Committee/ Standards Committee. ➤ Our values clearly represent what the council stands for – Pride, Passion, People and Personal Responsibility. The values describe the personal qualities and behaviours every employee is expected to demonstrate when carrying out their roles. ➤ The council has a leadership behaviour framework that provides a consistent approach to leadership development and sets out the leadership behaviour and management expectations that will help shape our future. This is supported by our

	<p>leadership and management development programme that supports development of leaders' skills, knowledge, and confidence to lead in a hybrid working world.</p> <ul style="list-style-type: none"> ➤ We ensure that members take the lead in establishing specific standard operating principles or values for the organisation and its employees and that they are communicated and understood. These build on the Seven Principles of Public Life (the Nolan Principles) referred to above by: <ul style="list-style-type: none"> • Requiring members upon election to confirm in writing that they will adhere to the council's Constitution, including the Code of Conduct, and at full Council in May each year requiring them to reconfirm their adherence to the Constitution. • Operating the council's Standards Committee, chaired by a co-opted Independent Member, to provide oversight of the conduct of elected and co-opted members and to keep the Code of Conduct under review. The Standards Committee meets on a quarterly basis. Hearings Panels (sub-committees of the Standards Committees) are convened as required to consider allegations of breaches of the Code of Conduct for Members ➤ We demonstrate, communicate and embed the standard operating principles or values through council policies, processes and frameworks which are reviewed on a regular basis to ensure that they are operating effectively: <ul style="list-style-type: none"> • The council is committed to the highest possible standards of openness, probity and accountability. The Council has a Whistleblowing Policy to encourage and enable employees to raise serious concerns. • LADO (Local Authority) Designated Officer for allegations. – the council has 1 full time equivalent dedicated officer who will investigate allegations against people who work with children who are paid, unpaid, volunteers, casual, agency or self-employed. • The council has a Grievance and Dignity at Work Policy Address a grievance, harassment and bullying (salford.gov.uk) which is applicable to all Salford City
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	Council employees and is designed to deal with their individual grievances or dignity at work complaints relating to employment or collective complaints.
A2 Demonstrating strong commitment to ethical values IP/ JR	<ul style="list-style-type: none"> ➤ We seek to establish, monitor and maintain the organisation’s ethical standards and performance by: <ul style="list-style-type: none"> • Investigation of complaints about elected members in consultation with the Independent Persons whom the Council is required to appoint under the Localism Act 2011. • Maintaining registers of gifts & hospitality and member & officer interests, with reminders being issued on a regular basis ➤ The Spirit of Salford Long Service and Employee Awards were introduced to recognise and celebrate the commitment and dedication of employees. The awards are based on recognising people who demonstrate our values. ➤ Every contract that the council enters into adheres to the Public Procurement Regulations and requires high standards of transparency and ethics. Direct or indirect canvassing of any employee, elected Member including incentives or gifts offered may result in the disqualification of the applicant. ➤ We have ensured any urgent covid related decisions regarding procurement issues or otherwise have been carried out in accordance with our constitutional powers, procedures and delegated decision making.
A3 Respecting the rule of law JH/ JR/ IP	<ul style="list-style-type: none"> ➤ The council has a City Solicitor who acts as the council’s Monitoring Officer this officer oversees a cohesive complaints and commendations practice. ➤ The council’s Assistant Director Strategy and Performance is the Senior Information Risk Owner; and oversees any data security breaches. The Council has appointed a Data Protection Officer in line with legislative requirements.

	<ul style="list-style-type: none"> ➤ Internal Audit independently and critically evaluates the council's internal control framework and, where necessary, makes recommendations for improvement and the introduction of best practice. Internal Audit has direct access and reporting lines to all senior management including the Chief Executive, Elected City Mayor, the S151 officer and the Chair of the Audit and Accounts Committee. ➤ During 2021-22 the council's external auditors were Mazars who produce an Annual Audit letter which is presented at the Audit and Accounts Committee and is published on the council's website with the Annual Report and Accounts. This letter communicates key messages to the council and external stakeholders, including members of the public. For all issues and recommendations made in the Annual Audit letter, a response is made by the Council, a responsible officer is identified and a due date for completion is set. ➤ The council has developed a community right to challenge process that allows voluntary and community groups, charities, parish councils and employees of the council to submit an expression of interest in running services on behalf of the council. Details and an expression of interest form are available on the council's website. ➤ The council has formal arrangements by which citizens can make complaints, comments or compliments on council services. Both Children's and Adults' Service areas have their own service specific complaints policies. These are accessible via the council's website. The council also publishes details of how to make a complaint to the Local Government Ombudsman. The council keeps a record of all complaints, including those made to the Local Government Ombudsman. ➤ An important part of the council's Honesty Action initiative is the anti-fraud bribery and corruption policy. This is used to advise and guide members of the council and employees on the council's approach to the serious issues of fraud bribery and corruption.
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	Relevant officers have received regular and timely comprehensive updates on changes to legislation, regulations and guidance relating to covid as they effect various aspects of service delivery.
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CORE PRINCIPLE B	
Ensuring openness and comprehensive stakeholder engagement	
Supporting Principle	How We Demonstrate Compliance
<p>B1 Openness</p> <p>JH/ JR/ IP</p>	<ul style="list-style-type: none"> ➤ 2022/23—budget proposals and impacts and a three-year, medium-term financial strategy to 2024-25 were shared through the council’s website ➤ Service specific consultations take place when any major service change is proposed. ➤ Salford City Council operates a Publication Scheme under the Freedom of Information Act. The Scheme reinforces the council’s commitment to openness and transparency ➤ The council operates Overview and Scrutiny Committees known individually as panels or boards, some of which include co-opted members of the local community. These are: <ul style="list-style-type: none"> • Children’s Scrutiny Panel (includes co-opted members representing the faith, teaching, parent governor and foster carer communities) • Community and Neighbourhoods Scrutiny Panel • Growth and Prosperity Scrutiny Panel • Health and Social Care Scrutiny Panel (includes co-opted members representing Healthwatch Salford and the VCSE community) • Overview and Scrutiny Board ➤ The council publishes a Forward Plan on its website containing the key decisions that the City Mayor, and the Procurement Board propose to make.

	<ul style="list-style-type: none"> ➤ In the interests of openness and transparency reports are all part 1 and made available to the public unless they contain exempt information in accordance with Schedule 12A of the Local Government Act 1972 and a Public Interest Checklist has been completed and published with the report.
<p>B2 Engaging comprehensively with other organisations that the Council needs to work with to improve services and outcomes</p> <p>JL/ CS/ JS/ JR/ PW</p>	<ul style="list-style-type: none"> ➤ The COVID pandemic has brought local services even closer together as a whole Salford system. The Health Protection Board brings together the key stakeholders for the health response and reports to the Salford Health and Wellbeing Board. A local response in Salford has been in place since the very early stages of the pandemic from setting up local testing in mid-April 2020 as a partnership across the NHS, the council and with the voluntary sector. Local contact tracing and public health advice helped support the key settings and the risk assessments prioritised those most affected and those most exposed. The Spirit of Salford Helpline was established in the very first days of the pandemic and coordinates our humanitarian support to vulnerable people across the city. Neighbourhood Resilience Forums were established to provide a localised partnership response to Covid 19 utilising all resources. The council is a member of Salford City Partnership which brings together people from the City's public, private, education, community, voluntary and faith sectors. The council is integral to strong partnership working through partnership boards including Health & Wellbeing Board; Community Safety Partnership; Skills & Work Board; Adults' Safeguarding Board; Salford Safeguarding Children Partnership; 0-25 Advisory Board; and the Strategic Housing Partnership. These boards/partnerships include representatives from: the public sector; voluntary sector; housing providers; partner organisations; and the police. An Inter-Board Protocol describes the co-operative relationship between the boards/partnerships in their joint function to ensure the safety and welfare of the people of Salford. ➤ The Greater Manchester Health and Social Care Strategic Partnership published its five-year Strategic Plan "Taking charge of our health and social care in Greater Manchester in December 2015. There are ten draft Locality Plans which underpin the

Greater Manchester five-year vision, one of which is Salford's Locality Plan. Salford's Locality Plan 2020-25 was published in July 2020.

- The Community Safety Partnership is a mature partnership with a Community Safety Strategy. The Strategy is based on a comprehensive multi-agency strategic needs assessment and is aligned with the GM Police and Crime Plan 'Standing Together'. Throughout the pandemic our emergency planning structures have been and continue to remain dynamic and flexible to enable the city to continually respond to the current pandemic position and other emerging risks.
- Salford City Council works closely with Salford Clinical Commissioning Group (CCG). There is an integrated health and care fund which consists of a pooled budget and aligned budgets for adults, children's and primary care services and established joint committees take decisions.
- The Integrated Care Organisation established in 2016 brings together the provision of Salford adult social care, community and acute mental and physical health services through a combination of direct provision and contractual arrangements. For more information visit: www.partnersinsalford.org/sscb/sscp.htm
- Salford City Council is a member of the Greater Manchester Combined Authority (GMCA). The ten councils across Greater Manchester work together on issues that affect everyone in Greater Manchester. The GMCA has formal powers and responsibilities set out in law, has its own budget and employs staff to run the organisation and to work on its objectives. The GMCA is run jointly by the leaders of the ten councils and a GM Mayor. A variety of boards, panels and committees look specifically at areas like transport, health and wellbeing, planning and housing. The council leads on a number of key areas of work on behalf of the GMCA including housing, homelessness and infrastructure, Education, Skills, Work and Apprenticeships and social value.

	<ul style="list-style-type: none"> ➤ Greater Manchester has a five year environment action plan tackling climate change. Salford City Council has organised its work on climate change to reflect this plan and has established the Climate Action Board. The Board brings together stakeholders from across the council and external organisations to oversee projects and programmes associated with meeting the city’s carbon neutral target. Subgroups of the Board are established to do more detailed work on various specific subject areas, such as a group which looks at reducing carbon emissions and heat demand from existing and new commercial and public buildings
<p>B3 Engaging with individual citizens and service users effectively citizens</p> <p>JS/ JR/ PW</p>	<ul style="list-style-type: none"> ➤ The council undertakes a number of regular surveys and consultations. For example, the Adult Social Care User Survey – conducted annually and Survey of Adult Carers – conducted biennially. Information from both surveys is fed back to the relevant service areas. ➤ The council also has a consultations page on its website which shows a list of ongoing consultations that members of the public have the opportunity to comment on. ➤ Adult Social Care has made improvements to the complaints information and procedure provided on our web site. ➤ A SEND Parent Assembly is in place with regular bi-monthly virtual meetings covering wide range of SEND matters for children and young people aged 0-25 and developments as prioritised by parents and supported by SEND leaders. ➤ Outreach and Engagement teams were developed during Covid 19 through the Health Improvement Service to ensure residents had up to date information and guidance on the Covid 19 regulations and to collect the views of the communities. ➤ Salford Youth Council is a group made up of young people aged 11-21 (up to 25 for those with additional needs) who work to represent all young people in Salford. <p>The group is open to any young people who live, work or are educated within Salford.</p>

The Youth Council group represents Salford young people on a Greater Manchester (GMYCA), North West regional (Youthforia), and National (UK Youth Parliament) levels. The Youth Council hold annual public elections to select Young Mayor and Member of Youth Parliament for Salford. Internal elections are made for GM reps or other relevant roles.

The Youth Council's role is:

- To be a consultative group, to help create change
- To organise and deliver campaigns on issues that affect young people and are a priority in Salford e.g. Learning4life, mental health.
- To organise and deliver events which are relevant and celebrate young people in Salford e.g. Schools debate, Knife crime conference.
- To help generate positive stories of young people in Salford e.g. Youth Day
- To help deliver regional and national campaigns for young people e.g. Votes at 16, POSH (green issues).
- To help give young people a voice at all levels e.g. Interview panels for Senior Leadership, Neglect strategy, Young people's Question Time.
- To help link different youth voice groups together, to create common aims e.g. Fight for Change Council, SEND youth forum, Young Carers etc.
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- The offer of individual risk assessments was rolled out to volunteers and community groups along with the offer of COVID risk health checks. The COVID pandemic outbreak management plan for Salford includes the communications and engagement approaches, as well as the compliance and enforcement approaches depending on the rules at each stage of the pandemic

Salford City Council and Salford CCG have a shared Citizen Engagement Team which supports and enables the inclusion of the 'citizens voice' in the oversight and development of health and care services. Salford City Council commissions a local Healthwatch service to be the independent health and social care champion for citizens.

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

Supporting Principle	How We Demonstrate Compliance
<p>C1 Defining outcomes</p> <p>SM/ PO/ JR/ JW</p>	<p>The City Mayor has identified his vision for the future of the city – “To deliver a better and fairer Salford”. In order to achieve this vision, ‘The Great Eight’ are the key priorities which guide the council in allocating resources and agreeing plans. The priorities are supported by the council’s core values of pride, passion, people and personal responsibility. Following, his re-election in 2021, the City Mayor launched “The Salford Way.” The Salford Way is a range of initiatives aimed at creating a fairer, greener and healthier Salford. This includes a number of specific areas of work:</p> <ul style="list-style-type: none"> • The Great Eight – key priorities for the city • The Inclusive Economy Strategy (Adobe PDF format, 10.8mb) • The Tackling Poverty Strategy (Adobe PDF format, 8.4mb) • Salford’s new Crowdfunding initiative <p>➤ In March 2021, the City Mayor also launched a new vision for Salford’s economic future with a range of new policy strategies and key pieces of work to be delivered by the city council. Labelled ‘The Salford Way’ this approach is seen as the starting point for the city’s COVID-19 revival and focuses on mapping out a future of economic transformation. This range of initiatives is aimed at creating a fairer, greener and healthier Salford. It includes ambitious plans to build a more inclusive and green local economy and a fairer city where everyone can reach their full potential and live prosperous and fulfilling lives.</p> <p>➤ A Council Performance Framework is in place to monitor progress on the delivery of these priorities.</p> <p>➤ Salford’s Community Safety Strategy 2020- 2023 outlines how we as a city are tackling crime and disorder against 5 key priorities: Driving down crime, tackling anti-</p>

	<p>social behaviour, building resilient communities, protecting vulnerable people and reducing offending.</p> <ul style="list-style-type: none"> ➤ ‘Our Home, Our City 2020 – 2025 Our vision is that ‘Salford will be a great place to live, work and prosper where a range of affordable, good quality and energy efficient homes can be found within well planned and desirable neighbourhoods.’ This will be delivered through focussing on three priorities: Increasing the number of new and affordable homes; existing homes improved and maintained; and supporting residents through appropriate housing and support. ➤ The Salford Homelessness Strategy 2018-2023, early intervention, effective prevention, and innovative solutions sets out how the council and its partners will address the causes of homelessness, and improve services provided to homeless people and rough sleepers. <p>Places For Everyone</p> <ul style="list-style-type: none"> ➤ Following the decision of Stockport Council on 3 December 2020, the Greater Manchester Spatial Framework is no longer being progressed. However, a sub-regional plan is now being produced called Places for Everyone (PfE) which is a plan of 9 districts (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford, and Wigan councils). PfE is a long-term plan for jobs, new homes, and sustainable growth across the boroughs and has involved the establishment of a joint committee to prepare it. ➤ The Publication version of PfE was consulted upon between 9 August 2021 and 3 October 2021. On 14 February 2022 the PfE plan together with all the supporting documents, background evidence, and representations received during the period of public consultation was submitted to the Secretary of State for Levelling Up, Housing and Communities. The examination of the plan is now underway by 3 planning inspectors appointed by the Secretary of State. Public hearing sessions are due to start in Autumn 2022. Further details relating to the examination can be found online.
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<p>C2 Sustainable economic, social and environmental benefits</p> <p>JR/ JW</p>	<p>The council includes consideration of Social Value (economic, social and environmental benefits) in all of its commissioning/ procurement and this is mandated within Contractual Standing Orders. The council has adopted the Social Value Portal and created a Salford specific set of Themes, Outcomes and Measures (TOMS) based on the national TOMS. These were created to compliment and link supplier social value offers to the Mayoral Great Eight and other corporate priorities, namely the Inclusive Economy Strategy, Community Wealth Building, the Mayor’s Employment Charter along with other key policies. From 2021/22 these will be incorporated into tenders and contracts with a value of £75k and above, with a view to capturing, delivering, evaluating and reporting on the additional social value being delivered across Salford via our relationships and contracts with third party providers.</p> <ul style="list-style-type: none"> ➤ Salford’s Regeneration, Transport and Housing Strategies provide the ambitious framework for supporting the delivery of major schemes with our partners, improving the city’s transport connectivity, re-defining the functionality of Salford’s Town Centres and availability of affordable housing to help drive future sustainable economic growth. There are a significant number of projects underway or planned that will have major long-term impact on the city, creating new employment, training opportunities and industries of the future. Current developments include Crescent and The Quays/MediaCityUK that sit within the highly significant Salford Innovation Triangle comprising Salford Royal Hospital and University of Salford providing opportunities to further build on frontier sectors in digital and health innovation. <ul style="list-style-type: none"> • Crescent a £2.5bn, 240-acre scheme to be delivered over the next 10+ years in partnership with The English Cities Fund, Salford City Council and University of Salford. Crescent aims to deliver a long-lasting positive legacy for Salford and Greater Manchester, through the creation of a new city district and innovation campus, which will deliver around 3,000 homes, 7,000 new jobs, over 1m sq. ft of commercial and innovation space that will include areas for health, automation and robotics; over 1m sq. ft of education space
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	<p>for the university, along with swathes of public realm and a sustainable transport hub to create a ‘green’ heart for the city centre.</p> <ul style="list-style-type: none"> • The Quays and MediaCityUK approved plans to double in size over the next 10 years alongside a new 2030 vision for Salford Quays. <p>To the west of the city is RHS Bridgewater and Port Salford. RHS Bridgewater opened last year and has seen significant numbers of visitors realising a 5-year plan to host their 5th garden within the North West and near to an urban setting.</p> <ul style="list-style-type: none"> • Port Salford is a multi-modal shipping port and logistics hub located on the Manchester Ship Canal, that will support international trade growth by functioning as Greater Manchester’s direct access to world markets and trade in bulk goods. On completion it will be the UK’s only inland multimodal distribution park served by rail, road and short sea shipping. Delivered through long term partnership and collaboration between the Council and The Peel Group this development is one of the biggest in Greater Manchester. It will provide a significant boost for the Greater Manchester economy and boost economic prosperity by creating up to 10,000 jobs over its lifetime. There will also be environmental benefits via the increased volume of goods transported from and to Port Salford by rail and canal that will save millions of tons of carbon <p>Salford City Council is committed to Greater Manchester’s 5 Year Environment Plan which includes immediate mitigation and adaptation measures and further innovation measures needed to meet the challenges of Climate Change and target for the City of Carbon Neutrality by 2038.</p> <p>Salford’s Climate Action Board is in place to oversee progress against delivery and is divided into the below subgroups.</p> <ul style="list-style-type: none"> • Our homes - Reducing carbon emissions from homes by retrofitting and reducing heat demand. • Our buildings - Reducing carbon emissions and heat demand from existing and new commercial and public buildings
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	<ul style="list-style-type: none">• Our resources - Producing Goods and services more sustainably and becoming more responsible consumers. Also, managing our waste as sustainably as possible and reducing unnecessary food waste• Our green infrastructure - Increasing biodiversity and managing green and blue infrastructure sustainably. Increasing investment and engagement in the natural environment.• Our travel - Increasing use of public transport and active travel modes and phasing out fossil-fuelled private vehicles with zero emission vehicles• Culture change and engagement - Encouraging positive engagement and behaviour change and raising awareness of programme and impact
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CORE PRINCIPLE D**Determining the interventions necessary to optimize the achievement of the intended outcomes**

Supporting Principle	How We Demonstrate Compliance
D1 Determining interventions SF/ JL/ JS/ PW	<ul style="list-style-type: none">➤ Ensuring that the council operates as efficiently as possible is crucial in the prevailing economic climate. The council has developed a service reform programme that is fundamentally redesigning the way in which some services are delivered. A key piece of this work is a digital first customer strategy to support quicker, easier, better access to information and basic transactions which should also free up capacity for those who need more specialist support and deliver significant savings.➤ The council recognises the need to support residents to fully participate in digital activities and has instigated an ambitious programme to enable 8,000 more residents to go online by 2020.➤ The council recognises that it may not always be best placed to provide some services. New delivery vehicles have been developed over recent periods. In 2016/17 the Integrated Care Organisation took responsibility for the provision of Adult Social care assessment and care planning along with the management of the adult social care supply chain.
D2 Planning interventions DBI/ ZF/ JR	<ul style="list-style-type: none">➤ All Service Groups across the council produce an annual Business Plan. Service Group Business Plans were produced for 2017-2020 and these plans were refreshed on an annual basis. In March 2020 business planning was postponed to allow the council to fully direct its resources to work in response to the COVID-19 pandemic. Business Planning resumed in 2021 and all Service Groups produced a 2021-22 Business Plan. All activities in Service group business plans are aligned to the Great Eight. Progress against performance standards is reported in a Corporate Performance Report on a half-year and end-of-year basis.

	<ul style="list-style-type: none"> ➤ The council has a robust organisational approach to business planning and performance management. Business Plans and performance measures are clearly linked to the vision and priorities for the city, the delivery of the budget strategy and the council's transformation programme. ➤ The council has a Corporate Performance Framework in place and performance information is used to inform decision making and drive the council's improvement agenda. Half-year and end of year overviews of performance are provided to Strategic Directors and half-year and end of year performance reports are presented at Corporate Management Team, Cabinet Briefing and the end of year performance report is reported to Overview and Scrutiny Board. These reports are also published on the council's website. <u>Half-year and end of year Priority Progress reports were produced in 2021-22. An annual performance report to the public is also produced and published in the council's LIFE in Salford magazine which is distributed to households and businesses in Salford.</u> ➤ Salford is leading the review of services for children across Greater Manchester as part of the Greater Manchester devolution agreement. This involves working with the ten Directors of Children's Services and sharing good practice. Work is underway to explore whether services can be shared across authorities and improvements made to the quality of support to young people. ➤ Statistical data collection returns for adult social care and Children's Services (Social Care and Education) are carried out throughout the year. These are required by statute and compliance is mandatory. ➤ Since 2015, the council has had a Research and Intelligence Calendar which is updated on an annual basis. The calendar aims to be used as a cross council diary of research and intelligence work taking place, which members and officers can feed into. The calendar is subject to review by the council's Health and Social Care Scrutiny Panel.
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<p>D3 Optimizing achievement of intended outcomes</p> <p>JH/ CR/ JR/ JS/ PW</p>	<ul style="list-style-type: none"> ➤ Expanded integrated commissioning arrangements between Salford CCG and Salford City Council started on 01 April 2019. These arrangements allowed us together to commission approximately £600m of health and social care services for the people of Salford, covering adults, children, public health and primary care services. It is anticipated that health reform, including the establishment of a GM wide Integrated Care Board, will lead to a smaller locality integrated fund with existing contracts and agreements novating to the appropriate body. As previously, the operation and performance of the integrated fund is supported by governance arrangements including elected members and local clinicians supported by senior officers. ➤ ➤ The residual Integrated Fund for Health and Social Care brings together the majority of those budgets for services currently funded by Children’s, Adults, Public Health and Primary Care funding across the two organisations where commissioning decisions are made at a locality level.. An integrated commissioning approach: <ul style="list-style-type: none"> • Supports the delivery of improved health outcomes for Salford’s residents • Brings systems, processes and decision making together to ensure a focus on integrated and proactive care • Makes better combined use of limited resources, protecting front line services • Builds a clear and strong strategic role for Salford, with providers in the city, at GM and nationally • Ensures a clear focus on improved quality, safety and outcomes for patients • Enhances democratic and clinical involvement in the full range of health and care services, including primary care. ➤ The city is attracting new business which provides additional income. Salford has also seen a growing population since the turn of the century, with an increase of 12.2% in the last decade. This has in part been due to improved health leading to increased life expectancy, but the greatest contributor has been the impact of more people moving to the city to study, work and live, particularly amongst those aged under 40. An increase in births seen between 2009 and 2013 will result in more
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	<p>secondary school age children in the coming years. The population change dynamics have not been uniform; movement within the city as well as changes to birth rates, ageing and migration affecting different parts of the city to different degrees. These demographic changes are shaping the way in which we plan and fund services.</p> <p>Setting the medium/ longer term budget has been a challenging process. During the period since 2010/11 the council's savings target has totalled £232m. The council has had to find £7.8 million to create a balanced budget for 2022-2023, which has been achieved by using reserves, achieving efficiency savings, and through joint working with health partners. These measures allowed us to set a balanced budget with no further cuts to jobs and services. This was only possible due to decisions made in the past, including innovation so that we are making the best use of our available resources to provide the right service to meet the needs of residents, and investment which has created growth in the city and provided more council tax and business rates returns.</p> <p>In the 2022-23 budget cycle, the council also approved a Medium-Term Financial Strategy (MTFS) setting out how Salford's ambitions and priorities would be funded over the next three years. Our strategy reflects a balanced budget in 2022-23 with plans to be developed to address a remaining budget gaps of £11.3m and £11.1m in 2023-24 and 2024-25 respectively. The assumptions underpinning the annual budget and MTFS are being continually reviewed and revised estimates will be incorporated into existing budget monitoring and reporting frameworks. In the meantime, the council has begun planning how it will address the forecast gaps.</p> <ul style="list-style-type: none"> ➤ The council monitors and manages its financial position by the provision of regular budget monitoring reports to the City Mayor, lead members and the Overview and Scrutiny Board.
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CORE PRINCIPLE E

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

Supporting Principle	How We Demonstrate Compliance
<p>E1 Developing the entity's capacity</p> <p>IP</p>	<ul style="list-style-type: none"> ➤ The council continually reviews its Constitution and associated schemes of delegation to ensure that they are fit for purpose and continue to align with the authority's structure as it evolves. ➤ In June 2020 full council approved amendments to the Constitution including interim, time-limited, changes to certain sections aimed at assisting with the effective operation of remote meetings during the Coronavirus/COVID-19 pandemic as well as a time-limited Remote Meetings Protocol. The remote meetings were provided for in accordance with The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 and will last until the 6th May 2021.
<p>E2 Developing the entity's leadership</p> <p>SB/ JR/ IP</p>	<ul style="list-style-type: none"> ➤ The council has a robust Constitution in place that sets out how the council operates, how decisions are made and the procedures that are followed. The Constitution contains details of the respective roles and responsibilities of elected members, named officer roles and all employed by the council. It also outlines protocols for Member/officer relationships. Article 12 of the council's Constitution lists statutory roles for the Head of the Paid Service, certain Strategic Directors, Section 151 Officer and the Monitoring Officer. The Constitution is regularly reviewed and updated in consultation with Legal Services, key officers and the City Mayor. ➤ The council delivers two Policy Forums each year, usually in June and December in place of the council meetings for those months. All council Members are invited to attend these specialised briefings where outside experts and speakers discuss key areas. ➤ The council holds a monthly Exchange Network facilitated by the Chief Executive for Strategic Directors, Assistant Directors, Heads of Service and Strategic Managers on key relevant strategic topics. This offers an opportunity for the council's leaders to

	<p>come together to innovate, inspire and engage in an informal, creative and supportive environment</p> <ul style="list-style-type: none"> ➤ The council holds a monthly Virtual Manager Network facilitated by senior officers for all managers to come together as a group of managers from right across the council to share and learn from each other, to stay informed, to connect with each other and to contribute to the way we do things in Salford ➤ The council also hosts a monthly Senior Leadership Team meeting which brings together all Assistant Directors and above across the organisation. ➤ The council has a leadership behaviour framework that provides a consistent approach to leadership development and sets out the leadership behaviour and management expectations that will help shape our future. This is supported by our leadership and management development programme that supports development of leaders' skills, knowledge, and confidence to lead in a hybrid working world. ➤ The council has information available on its website about How to get elected The council also keeps a register of those people who have expressed an interest in standing for election in the past and directly communicates with them each time there is an election.
<p>E3 Developing the capability of individuals within the entity</p> <p>SB</p>	<ul style="list-style-type: none"> ➤ HR Policies and Guidance can be accessed on the Intranet "[My]Zone". This provides advice and support for both employees and managers on all aspects of employment. ➤ The council values are embedded in the council's Employee Performance and Development Review Scheme (PDR). ➤ It is important that the council recruits and retains the best employees available to serve the people of Salford. The principle underpinning all recruitment activity in the

	<p>council is that processes and decisions will be fair, lawful, safe and transparent. The council is a progressive employer that recruits based on strengths and values.</p> <ul style="list-style-type: none"> ➤ A welcome and induction programme is in place for all newly appointed employees to introduce them to Salford and welcome them into their new position, with a particular focus on supporting employees into our hybrid workplace. Welcome and induction commences as soon as a job offer is made and supports their ongoing integration into the organisation during their initial months of employment. ➤ The council has a Workforce Health and Wellbeing Strategy which is designed to create an environment which promotes physical and mental health wellbeing in the workplace. Additional support put into place during the pandemic, has evolved and continued; an increased offer through 'Salford Wellbeing' has been developed including access to trained health and wellbeing ambassadors and access to a comprehensive Employee Assistance Programme through partners 'Viv-up' ➤ The Council's Workforce Inclusion strategy's objectives are to create an inclusive culture where all individuals are respected and treated fairly, where diversity is celebrated and where everyone, regardless of background, can reach their full potential. Through this Workforce Inclusion strategy, the Salford Equality Strategy, our council Equality Objectives and our council values we are committed to building and sustaining an inclusive workplace where all of our people feel valued and included, have the opportunity to be heard, as well as opportunities to develop. We want to continue developing a culture which respects and trusts individuals and where everyone feels able to fully contribute and be their whole self when at work.
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CORE PRINCIPLE F
Managing risks and performance through robust internal control and strong public financial management

Supporting Principle	How We Demonstrate Compliance
<p>F1 Managing risk</p> <p>JR/ SB</p>	<ul style="list-style-type: none"> ➤ The council’s Corporate Risk Management Strategy and Process sets out the council’s approach to risk management. The council’s risk management process acts as a guide to council members and officers on how to identify, assess and treat risks and monitor their progress. To make sure that our approach to risk management remains robust and current it is considered good practice to periodically review our Strategy and Process. These arrangements were reviewed and refreshed in 2021. The updated Strategy and Process has been approved by CMT, Cabinet and Audit and Accounts Committee and published on the council’s intranet – MyZone. ➤ The council has a Strategic Risk Register. Alongside the business planning process in 2021 CMT developed the council’s 2021-2022 Strategic Risk Register. Strategic risks are those key, cross cutting issues that affect the governance, legal, financial or reputational interests of the Council. All risks included in Risk Registers are identified in line with the council’s Risk Management Strategy and are aligned to the council’s priorities – The Great Eight. As part of their 2021-22 Business Plans, Service Groups have also developed Service Group Risk Registers. ➤ The council’s strategic risks are embedded within the council’s corporate performance framework and are reported to Cabinet as part of a Half-Year and End of Year Corporate Performance Report. In 2021-22 Strategic Risks were reported to Corporate Management Team on a quarterly basis for oversight. Half-year and end of year updates are reported to the council’s Audit and Accounts Committee. Risk updates are also presented at the council’s Corporate Governance Group. ➤ Audit and Accounts Committee has responsibility for overseeing the effectiveness of the council’s risk management arrangements and will request additional reports on any areas of concern.

	<ul style="list-style-type: none"> ➤ COVID-19 has exposed existing disparities and exacerbated historical inequalities – including the vulnerabilities of older people and care home residents, of BAME staff, volunteers and communities, and the impact on families, young people and children, and on livelihoods. The Salford Time to Act group was set up during COVID to examine and respond to inequalities, starting from risk assessments and risk health checks and further work on the priorities within the Locality Plan. ➤ An Internal Audit was undertaken to examine the work in place and to mitigate risks in the way the council undertakes its work to tackling health inequalities. The recommendations from the audit will inform the actions underway for the Great Eight and the associated strategies in Salford.
<p>F2 Managing performance</p> <p>JR</p>	<ul style="list-style-type: none"> ➤ The council has a robust organisational approach to business planning and performance management. ➤ The council has a Corporate Performance Framework in place to ensure that performance information is used effectively to inform decision making and drive the council’s improvement agenda. The Corporate Performance Framework was reviewed and updated in 2021 following the review of the council’s priorities – The Great Eight. ➤ Timely budget reports are produced for all Service Groups and Corporate Management Team which include current and forecast performance against budget and a risk assessment of the achievement of savings targets. Overall performance is reported by the Lead Member for Finance and Support Services and the Chief Finance Officer to the Overview and Scrutiny Board on a quarterly basis. Regular budget reports are also presented at City Mayor’s cabinet meetings.
<p>F3 Robust internal control</p> <p>SB/ IP</p>	<ul style="list-style-type: none"> ➤ The Audit and Accounts Committee has the power to refer matters of concern to the Overview and Scrutiny Committees and to require a response. Terms of Reference are in place and the committee’s core functions comply with CIPFA’s Audit Committees: Practical Guidance for Local Authorities. The Audit and Accounts Committee reports its

	<p>activities on an annual basis and performs an annual self-assessment of its own effectiveness and acts on recommendations identified.</p> <ul style="list-style-type: none"> ➤ Corporate Governance Group in place to support planned improvements to governance structures and the council's Annual Governance Statement. The Group is chaired by the council's Monitoring Officer and consists of appropriate representatives from all council Service Groups and specialists in key areas such as Information Governance, Internal Audit and Policy, Performance and Risk. ➤ The council has a Head of Internal Audit which is a shared arrangement with Warrington council. The Head of Internal Audit is the responsible officer for money laundering reporting within the council. ➤ The Head of Internal Audit has direct access to the Chair of the Audit & Accounts Committee and to external audit and produces an annual report and opinion on internal control, governance and risk management. The internal audit service conforms to the Public Sector Internal Audit Standards. The last external assessment against the Standards took place in 2017, with the next external assessment due in 2022. In the intervening years, an internal assessment of compliance with the Standards is carried out. ➤ The Counter Fraud Manager produces an annual fraud report which outlines the key activities and findings from the previous year. The key risk in 2021-22 related to the various grants paid out by the council to support businesses affected by COVID restrictions. The council is accountable to the Department for Business, Energy and Industrial Strategy for this expenditure and has put arrangements in place to ensure that payments were made to eligible businesses and to minimise the risk of fraud and error.
<p>F4 Managing Data JL/ JR</p>	<ul style="list-style-type: none"> ➤ The Assistant Director Strategy and Performance is the council's Senior Information Risk Owner (SIRO) and a dedicated Data Compliance Manager is in place and is the Council's Data Protection Officer.

	<ul style="list-style-type: none"> ➤ The Caldicott Guardian is in place, this is a senior council officer who makes sure that the personal information about those who use its services is used legally, ethically and appropriately, and that confidentiality is maintained. The Caldicott Guardian provides leadership and informed guidance on complex matters involving confidentiality and information sharing. ➤ The council's Information Governance Team advises on all data sharing. Information Sharing Agreements and Data Processor Agreements must be signed off by the Council's Data Protection Officer before processing starts. ➤ The council provides Data Protection and Freedom of Information courses for council network users to ensure that users are aware of their responsibilities in protecting the information held. ➤ The Information Governance Teams works closely with AGMA/ GMCA colleagues for shared effort, such as training materials and template documents. This also allows for close collaboration with the other 9 GM Information Governance Lead Officers.
<p>F5 Strong public financial management</p> <p>JH/ JR</p>	<ul style="list-style-type: none"> ➤ The council has a well-established approach to financial governance involving members, senior officers and budget holders in the budget setting process and on-going monitoring arrangements. ➤ . ➤ Each respective Lead Member and Director is responsible for their service budget and for monitoring the implementation of approved savings. ➤ The council has a policy that governs how every contract shall be procured for the supply of goods, services and the execution of works undertaken by or on behalf of the council. Contractual Standing Orders and contract procedure rules (issued in accordance with section 135 of the 1972 Local Government Act) are in place.

	<p>➤ Discretionary spend principles in place; an official order must be placed with the respective supplier ensuring that a transparent financial audit trail is in place. Authorisation levels are in place for orders/invoice approval and operate in conjunction with contractual standing orders and financial regulations.</p>
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CORE PRINCIPLE G	
Implementing good practices in transparency, reporting, and audit to deliver effective accountability	
Supporting Principle	How We Demonstrate Compliance
<p>G1 Implementing good practice in transparency</p> <p>SF/ JH</p>	<ul style="list-style-type: none"> ➤ The council is committed to being open and transparent about its financial affairs. Details of all council expenditure over £500 are published on the council's website, as is the council's contract register which contains details of all contracts for the supply of goods and services to the council that have a value in excess of £5,000. ➤ The council's website operates to strict publishing guidelines ➤ Details of all senior officer remuneration are also published on the council's website and in the statement of accounts. ➤ The council is trying to make as much information as possible available on its website. This information will be written in plain English so that residents can understand what is being communicated. Support is available to those residents who cannot access the internet as part of our Digital You plan.
<p>G2 Implementing good practices in reporting</p> <p>JR/ IP</p>	<ul style="list-style-type: none"> ➤ The council publishes its Statement of Accounts on the website. ➤ The council produces this annual Code of Corporate Governance and an Annual Governance Statement, approved by Corporate Management Team, Cabinet and Audit and Accounts Committee and published on the council's website. ➤ Where the council is working in partnership to deliver services it will ensure that all statutory functions are correctly reported and that appropriate vehicles are identified and entered into for the development of joint or coordinated decision making.
<p>G3 Assurance and effective accountability</p>	<ul style="list-style-type: none"> ➤ The external auditors produce an Annual Audit Letter which is presented at the Audit and Accounts Committee and published on the council's website.

SB	<ul style="list-style-type: none">➤ Internal audit independently and critically evaluates the council's internal control framework and, where necessary, makes recommendations for improvement and the introduction of best practice. The Head of Internal Audit presents an annual report to Audit and Accounts Committee to provide an opinion on the overall adequacy and effectiveness of the council's internal control environment. ➤ The Audit and Accounts Committee meet on a regular basis, at least quarterly, to receive the reports of both Internal and External Audit. The Committee produces an annual report to Cabinet setting out its achievements in the previous year and priorities for the coming year.
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Assurance Statements

I am satisfied that there are effective governance arrangements in place, including a sound system of internal control, throughout the year ended 31st March 2022 and that this is ongoing.

Signed	Position	Date
	Elected City Mayor	
	Chief Executive	
	Director of Public Health	
	Strategic Director (Place)	
	Strategic Director (People)	
	Strategic Director of Service Reform	
	Chief Finance Officer	
	City Solicitor	