

Wealden District Council
Code of Corporate Governance

Part 1 - Policy

Introduction

- 1 This document sets out the Council's policy in relation to corporate governance. It draws strongly on the good practices already established within Wealden District Council and in the framework document published jointly by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE). Members and staff are bound equally by its content.
- 2 Traditionally, corporate governance has been associated with ethics and standards of conduct. Essentially, Members and staff have been bound by a set of rules in conducting the Council's business, and it tended to be only when these boundaries were transgressed that the public became aware of them. But, just as modernisation has changed the way that local government goes about its business, corporate governance has also been transformed.
- 3 **Corporate Governance is now defined** within the CIPFA/SOLACE framework document as **"the system by which local authorities direct and control their functions and relate to their communities"**. In other words, the way in which organisations manage their business, determine strategy and objectives and go about achieving those objectives. This reminds local authorities of their key role in governing and leading communities and that effective local government relies on public confidence in elected councillors and officials. Where good corporate governance is in place it underpins credibility and confidence in our public services.

Key Principles

- 4 **Good corporate governance is based on three basic principles**
 - ◆ **Openness and inclusivity**
 - ◆ **Integrity**
 - ◆ **Accountability**

and the Council is committed to these through the adoption of this policy. To do this we must monitor systems and processes for their effectiveness in practice and keep them under review to ensure that they are up to date. For this reason, the framework is in two parts. The first sets out the Council's arrangements and the second sets out the procedures for regularly monitoring their effectiveness and making appropriate changes to deliver the continuous improvement that the Council and its stakeholders would expect.

- 5 **Openness** is required to ensure that stakeholders can have confidence in the decision making and management processes of local authorities and in the approach of the individuals within them. Being open, through genuine consultation with stakeholders and providing access to full, accurate and clear information leads to effective and timely action and lends itself to necessary scrutiny. Openness also requires an **inclusive** approach, which seeks to ensure that all stakeholders and potential stakeholders have the opportunity to engage effectively with the decision making processes and actions of local authorities. It requires an outward focus and a commitment to partnership working. It calls for innovative approaches to consultation and to service provision.

- 6 **Integrity** is based on straightforward dealing and completeness. It is based on honesty, selflessness and objectivity, and high standards of propriety and probity in the stewardship of public funds and management of an authority's affairs. It is dependent upon the effectiveness of the control framework and on the personal standards and professionalism of the Members and staff within the authority. It is reflected in the authority's decision-making procedures, in its service delivery and in the quality of its financial and performance reporting.
- 7 **Accountability** is the process whereby local authorities, and the Members and staff within them, are responsible for their decisions and actions, including their stewardship of public funds and all aspects of performance, and submit themselves to appropriate external scrutiny. It is achieved by all parties having a clear understanding of those responsibilities, and having clearly defined roles through a robust structure.
- 8 The concept of **leadership** overarches these three principles. These principles can only be adhered to if leadership is exercised through:
- ◆ the local authority providing vision for its community and leading by example in its decision making and other processes and actions.
 - ◆ Members and managers conducting themselves in accordance with high standards of conduct.

Our Aims

- 9 Openness and inclusivity Openness is an essential element of governance and ready access to information and transparency of decisions are critical to public confidence. For local authority purposes, the principle of openness has been enhanced to emphasise the need to engage with their communities on an inclusive basis, taking care to include the many district communities, geographically and their diverse interests, including those often referred to as "hard to reach".
- ◆ Through the modernisation process, the Council has already been successful in making information about its key decisions more accessible to stakeholders; these are now publicised in advance, reports and decisions are open and access to meetings is being improved by alternating venues.
 - ◆ Again, through modernisation, we have engaged in consultation with the community and are constantly working on more innovative ways to deliver services to stakeholders and engage them in determining appropriate levels and means of delivery.
 - ◆ Our local strategic partnership (LSP) has successfully joined up over 100 organisations within the Wealden area, providing particularly invaluable outreach to, and engagement from various sectors of the community, many for the first time.
 - ◆ Through our Equality and Race Policies we have sought to be inclusive and provide a level playing field in delivering services to all sectors of the community.

Our aim is to build on this success.

- ◆ We will set out our vision and corporate strategy in response to community needs and will continue to review its effectiveness through consultation with our stakeholders, partners and potential stakeholders (such as future users).
- ◆ We will strive to put as much information as possible into the public domain and to make it available electronically wherever and as soon as possible.
- ◆ Reports, background papers, decisions and meetings will generally be accessible to the public and other stakeholders as set out in part 4 of the constitution.
- ◆ Our standards will be set out in a manner which is unambiguous, understandable and accessible for all those in our community.

10 Integrity Stakeholders and potential stakeholders have a right to expect the highest possible standards of honesty, selflessness and objectivity from the Council's officers and Members. We are judged by the way we are seen to manage public funds, how we make decisions, standards of service delivery and through the quality of our financial and performance reports.

11 In this area too, Wealden has well-established arrangements many of which are built on the personal standards and professionalism of Members and staff.

- ◆ We already have well documented control mechanisms.
- ◆ We have established and continue to establish effective relationships and partnerships with other public agencies and the private and voluntary sectors through the LSP, in response to flooding, and through the Single Regeneration Bid.
- ◆ We have consulted with, and listened to our communities through best value reviews and also on key issues such as tax setting, housing rents, the capital programme and flooding.
- ◆ We have a new constitution supported by procedure rules, schemes of delegation and Member and officer protocols, all of which clearly set out the rules by which Members and officers are bound in setting policies, taking decisions and delivering services. These also set out the consequences of non-compliance.
- ◆ The Council regularly assesses and reviews its strategic and operational risks and maintains appropriate financial balances to deal with emergencies and other unforeseen circumstances.

Our aim is to ensure that the Council maintains high standards of integrity and continues to be held in high regard for its straightforward dealing and completeness.

- ◆ We will review our constitution and supporting documents to determine whether we are delivering what we set out to achieve and the public has confidence in those systems and procedures.
- ◆ We will respond honestly and fairly to any challenge to our integrity and make changes where we are legally able to do so and where this is appropriate and proportionate to the risk.
- ◆ We will continue to engage with the whole community and develop partnerships alongside the LSP to ensure the right provision of services locally.

12 Accountability Like all local authorities, Wealden is accountable to stakeholders for its performance, its effectiveness in the delivery of services and the sustainable use of resources. Wealden demonstrates this through a mixture of prescribed statements and documents which are either delivered to every household and business or are available for inspection at designated points within the district.

- ◆ Every year we publish our annual report including the Council's financial statements for the previous year.
- ◆ For the last two years we have published our Best Value Performance Plan now renamed the Wealden District Council Performance Plan. Underpinning this are departmental service plans.
- ◆ The Council's Annual Audit Letter has reported favourably on the Council's accounts, financial aspects of corporate governance and the Council's performance.
- ◆ Wealden is well advanced in the development of its community strategy to be published in July this year.
- ◆ Reports provide named officer contacts, telephone numbers and e-mail addresses.
- ◆ The Council has now adopted a Local Code of Conduct for Members.
- ◆ The Council has achieved recognition for its performance, engagement and consultation through its recent Beacon status, charter mark awards and Investor in People accreditation.

Wealden is keen to maintain and build upon its reputation for well managed services and sound financial stewardship.

- ◆ From this year, we will be making a statement confirming that we have complied with relevant standards and codes of corporate governance.
- ◆ We will have reviewed the authority's systems of risk management and internal control.
- ◆ We have established the Standards Committee.
- ◆ We will publish the community strategy for local people in consultation with local people and other key stakeholders in which we will set out our vision for the community, our priorities and our targets.
- ◆ We will review our Anti-Fraud and Corruption Strategy to ensure that it is up to date and integrates fully with our arrangements for corporate governance and the new codes of conduct for Members and officers.

13 Leadership In response to the Local Government Act 2000, Wealden has opted for the Leader and Executive Model and these arrangements became effective in August 2001. Initially, Executive decisions have been agreed by the whole Executive based on portfolio holder recommendations and these arrangements provide some useful checks and balances. Alongside the Executive are the four review committees who have a key role in the scrutiny of Executive decisions. It is still a time for learning and it is as these arrangements develop that the three principles of corporate governance will be properly tested. Through this framework, Wealden intends to establish a standard which is suitably robust, which the community has confidence in and which is acknowledged as best practice.

Anti-Fraud & Corruption Strategy

- 14 In administering its responsibilities, the Council is set against fraud and corruption, whether it is attempted on the Council from outside or inside, and is committed to an effective Anti-Fraud and Corruption Strategy designed to
- ◆ maximise prevention
 - ◆ promote detection
 - ◆ identify a clear pathway for investigation and action
- 15 The Anti Fraud and Corruption Strategy recognises that the public have a right to expect the highest possible standards of honesty and integrity from the Council, its officers and the individual Members elected to represent them, and that the actions of those persons are free of fraud and corruption. Equally, the Council expects all individuals and organisations with whom it conducts business to act with integrity and without thought or actions involving fraud and corruption.
- 16 Like all local authorities, Wealden operates within a statutory framework which governs the behaviour of elected Members and officers, in addition to which, it has a well-established framework of guidance on best practice which is laid down in its Procedure Rules, the Scheme of Delegations and the new Codes of Conduct for Members and for officers. As part of modernisation it has also established the Standards Committee.
- 17 The aim of the Anti Fraud & Corruption Strategy is therefore that it should be the Council's policy statement of its strategy for combating and dealing with fraud and corruption both within and against the authority. As such, it provides an overview of the key principles to be observed by Members and employees (identified in the Audit Commission report "Protecting The Public Purse"). It does not seek, however, to detail the specific requirements which are contained in the Members' Handbook and the Employees Conditions of Service, and thus avoids duplication of effort where amendments are necessary, and the possibility of conflicting advice from different documents.
- 18 Having established a strategy for dealing with fraud and corruption, the Council will, through the Head of Corporate Resources, keep under review its Financial and Contract Procedure Rules and other procedures to ensure that these continue to contribute to a strong control environment within the authority, and that these arrangements remain appropriate and adequate for the prevention and detection of fraud and corruption and provide a sound basis on which to secure cost-effective service provision for local taxpayers.

Part 2 - Framework

Monitoring Review

- 19 To be considered to have effective corporate governance, Wealden District Council needs to be able to demonstrate that the three key principles have been complied with and that they are put into practice as an integral part of carrying out the Council's business. The CIPFA/SOLACE guidance sets out five elements of corporate governance and this second part of the code illustrates the method by which Wealden intends to deliver each of the requirements which have been identified within the framework document and which is recommended best practice.
- 20 In practice, Wealden has already established many of these mechanisms. Some of these work well as they are and need no further work but we recognise that others need slight modification now. The remaining few, mainly new initiatives under the corporate governance heading for the first time will need to be developed. All will need to be kept under review and the method of delivery periodically tested and re-evaluated to ensure that it remains appropriate, proportionate and up to date.

Community Focus

Requirement	Delivery
Publication of an annual report presenting an objective, understandable account of the authority's activities and its financial position and performance.	<ul style="list-style-type: none"> ◆ Publication of its Annual Review ◆ Annual financial statements
Publish on a timely basis a performance plan presenting an objective, balanced and understandable account and assessment of the authority's current performance in service delivery and its plans to maintain and improve service quality.	<ul style="list-style-type: none"> ◆ Wealden District Council Performance Plan (by 30 June annually) ◆ Summary WDCPP (by 31 March annually) ◆ Community Strategy (from July 2002) ◆ Comprehensive Performance Assessment (CPA) (from 2003)
Put in place proper arrangements for the independent review of the financial and operational reporting processes.	<ul style="list-style-type: none"> ◆ Annual Audit Letter ◆ BV Inspection Process / CPA
Put in place proper arrangements designed to encourage individuals and groups from all sections of the community to engage with, contribute to and participate in the work of the authority and put in place appropriate monitoring processes to ensure that they continue to work in practice.	<ul style="list-style-type: none"> ◆ Publication of Forward Plan ◆ Local Strategic Partnership ◆ Various Focus Groups ◆ Wealden Tenants Involvement Group ◆ WDCPP (BVPP) consultation ◆ People's Panel ◆ Community Network
Make an explicit commitment to openness in all of their dealings, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so, and by their actions and communications deliver and account against that commitment.	<ul style="list-style-type: none"> ◆ Rights of citizens (section 4 of the Constitution) ◆ Publication of Forward plan ◆ Static information on Council website ◆ Compact with the voluntary sector ◆ Encouraged access by the varied location, agenda and timing of meetings

Community Focus (ctd.)

Requirement	Delivery
Establish clear channels of communication with all sections of their community and other stakeholders, and put in place proper monitoring arrangements to ensure that they are operated effectively.	<ul style="list-style-type: none"> ◆ Local Strategic Partnership ◆ Wealden Local Business Partnership ◆ Beacon Council (2000-2001) ◆ IIP Accreditation since 1996 ◆ Chartermark for Leisure Services (1993-2002) ◆ Regular surveys and monitoring by all services
Ensure that a vision for their local communities and their strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders and that they are clearly articulated and disseminated.	<ul style="list-style-type: none"> ◆ Community Strategy (from July 2002) ◆ Wealden District Council Performance Plan ◆ Crime Reduction Strategy ◆ Business Plan (Housing) ◆ Local Plan (Development Control) ◆ Housing Strategy

Service Delivery Arrangements

Requirement	Delivery
Set standards and targets for performance in the delivery of services on a sustainable basis and with reference to equality policies.	<ul style="list-style-type: none"> ◆ Wealden District Council Performance Plan supported by local indicators and performance management. ◆ Best Value Reviews - Action Plans / Annual Reviews of Performance ◆ Comprehensive Performance Assessment ◆ Service Plans / Enforcement Policies
Put in place sound systems for providing management information for performance measurement purposes.	<ul style="list-style-type: none"> ◆ Wealden District Council Performance Plan ◆ Local Performance management and information system & Performance Indicators Group ◆ Service Plans ◆ Annual Reviews of Performance
Monitor and report performance against agreed standards and targets and develop comprehensive and understandable performance plans.	<ul style="list-style-type: none"> ◆ Wealden District Council Performance Plan ◆ Review Committee reports ◆ Annual audit and validation of performance indicators by District Auditor
Put in place arrangements to allocate resources according to priorities.	<ul style="list-style-type: none"> ◆ Community Strategy (From July 2002) ◆ Budget setting ◆ Service Plans
Foster effective relationships and partnerships with other public sector agencies and the private and voluntary sector agencies, and consider outsourcing where it is efficient and effective to do so, in delivering services to meet the needs of the local community, and to put in place processes to ensure that they operate effectively in practice.	<ul style="list-style-type: none"> ◆ BV Reviews ◆ Health Improvement Plan

Service Delivery Arrangements (ctd)

Requirement	Delivery
Respond positively to the findings and recommendations of external auditors and statutory inspectors and put in place for effective implementation of agreed actions.	<ul style="list-style-type: none"> ◆ Annual audit letter includes actions (agreed and not agreed), follow up on previous year studies and recommendations. ◆ Inspectorate Reports (follow up also by District Audit) / CPA (from 2003)

Structures and Processes

Requirement	Delivery
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Balance of Power and Authority

Put in place clearly documented protocols governing relationships between members and officers.	<ul style="list-style-type: none"> ◆ Protocol on Member /Officer Relations
Ensure that the relative roles and responsibilities of Executive, other Members and senior officers are clearly defined.	<ul style="list-style-type: none"> ◆ Constitution ◆ Scheme of Delegations ◆ Job Descriptions

Roles and Responsibilities - Members

Ensure that Members meet on a formal basis regularly to set the strategic direction of the authority and to monitor service delivery.	<ul style="list-style-type: none"> ◆ Timetable of Council meetings (Council / Executive / Review Committees) ◆ Performance Management system / Best Value Project Board
Develop and maintain a scheme of delegated or reserved powers, which should include a formal schedule of those matters specifically reserved for the collective decision of the authority	<ul style="list-style-type: none"> ◆ Scheme of Delegations to Officers
Put in place clearly documented and understood management processes for policy development, implementation and review and for decision making, monitoring and control, and reporting; and formal and procedural and financial regulations to govern the conduct of the authority's business.	<ul style="list-style-type: none"> ◆ Constitution ◆ Financial Procedure Rules ◆ Independent Allowances & Remuneration Panel ◆ Scheme of Delegations
Put in place arrangements to ensure that Members are properly trained for their roles and have access to all the relevant information, advice and resources necessary to carry out their role effectively.	<ul style="list-style-type: none"> ◆ Members training induction scheme ◆ Training for committee chairmen ◆ Regular update sessions
Ensure that the role of the Executive member(s) is / are formally defined in writing, to include responsibility for providing effective strategic leadership to the authority and for ensuring that the authority successfully discharges its overall responsibilities for the activities of the organisation as a whole.	<ul style="list-style-type: none"> ◆ Constitution (Part 3)
Ensure that the roles and responsibilities of all Members of the local authority, together with the terms of their remuneration and its review; are clearly defined in writing.	<ul style="list-style-type: none"> ◆ Constitution ◆ Members Allowance Scheme

Structures and Processes (ctd.)

Requirement	Delivery
Roles and Responsibilities - Officers	
Ensure that a chief executive or equivalent is made responsible to the authority for all aspects of operational management.	<ul style="list-style-type: none"> ◆ Article 12 - Constitution ◆ Statutory provisions ◆ Scheme of delegations ◆ CE Job description ◆ Performance management system
Ensure that a senior officer is made responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts and for maintaining an effective system of internal financial control.	<ul style="list-style-type: none"> ◆ Article 12.4 - Constitution ◆ Section 151 responsibilities. ◆ Statutory provision ◆ Statutory Reports ◆ Job description / specification for HCR
Ensure that a senior officer is made responsible to the authority for ensuring that agreed procedures are followed and that applicable statutes, regulations and other relevant statements of good practice are complied with.	<ul style="list-style-type: none"> ◆ Article 12.3 - Constitution ◆ Monitoring officer provisions ◆ Constitution ◆ Statutory provisions ◆ Legal Services Manager Job Description / specification ◆ Professional Codes of Conduct
Ensure that the roles and responsibilities of all senior officers, together with the terms of their remuneration and its review are clearly defined in writing.	<ul style="list-style-type: none"> ◆ Job descriptions / specifications ◆ Pay and conditions of service ◆ Performance review / appraisal
Adopt clear protocols and codes of conduct to ensure that the implications for supporting community political leadership for the whole council are acknowledged and resolved.	<ul style="list-style-type: none"> ◆ Protocols governing member / manager relations.

Risk Management and Internal Control

Requirement	Delivery
Develop and maintain robust systems for identifying and evaluating all significant risks which involve the proactive participation of all those associated with planning and delivering services.	<ul style="list-style-type: none"> ◆ Objectives of Risk Management Group
Put in place effective risk management systems, including systems of internal control and an internal audit function. These arrangements need to ensure compliance with all applicable statutes, regulations and relevant statements of best practice. The arrangements also need to ensure that public funds are used economically, efficiently and effectively, and in accordance with the statutory and other authorities that govern their use.	<ul style="list-style-type: none"> ◆ Scheme of Delegation ◆ Internal Audit protocol ◆ Performance appraisal ◆ Performance management system ◆ Financial standards and regulations ◆ Treasury Management Strategy

Risk Management and Internal Control (ctd.)

Requirement	Delivery
Ensure that services are delivered by trained and experienced people.	<ul style="list-style-type: none"> ◆ Job descriptions / personal specifications ◆ Training plan
Put in place effective arrangements for an objective review of risk management and internal control including internal audit.	<ul style="list-style-type: none"> ◆ Performance management system
Maintain an objective and professional relationship with their external auditors and inspectors	<ul style="list-style-type: none"> ◆ Inspectorate reports ◆ Annual audit letter and other reports ◆ Audit protocol
Publish on a timely basis, within the annual report, an objective, balanced and understandable assessment of the authority's risk management and internal control mechanisms and their effectiveness in practice	<ul style="list-style-type: none"> ◆ Annual report.

Standards of Conduct

Requirement	Delivery
Develop and adopt formal codes of conduct defining the standards of personal behaviour to which individual members, officers and agents of the authority are required to subscribe and put in place appropriate systems and processes to ensure that they are complied with.	<ul style="list-style-type: none"> ◆ Code of Conduct for Members (from 1/5/02) ◆ Code of Conduct for Officers ◆ Anti Fraud and Corruption Policy ◆ Complaints procedures ◆ Performance management system ◆ Performance appraisal ◆ Contract Procedure Rules
Put in place arrangements to ensure that Members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice.	<ul style="list-style-type: none"> ◆ Constitution ◆ Contract Procedure Rules ◆ Financial Procedure Rules ◆ Code of Conduct for Members (from 1/5/02) ◆ Code of Conduct for Officers ◆ Equal Opportunities Policy
Put in place arrangements to ensure that their procedures and operations are designed in conformity with appropriate ethical standards, and to monitor their continuing compliance in practice.	<ul style="list-style-type: none"> ◆ Equal Opportunities Framework
Put in place arrangements for whistle blowing to which staff and all those contracting with the Council have access	<ul style="list-style-type: none"> ◆ Section 29 of Conditions of Service ◆ Whistle blowing policy publicising the Audit Commission hotline established under the Public Interest Disclosure Act 1998.

- 21 The delivery column of the above matrices sets out how these requirements are currently delivered and each delivery method is underpinned by a tangible and measurable document or system.
- 22 Each area of governance has a chief officer assigned to it and this is shown in the table below. In some cases it has been necessary to further sub-divide the areas of governance because of split responsibilities, but every role has a champion at board level assigned to it. The "champions" will be responsible for keeping the service delivery method under review, measuring outcomes and ensuring that they remain appropriate proportionate and are up to date, taking legislative and other changes into account. In addition to their responsibility for keeping the supporting documents up to date these officers are also responsible for making sure that they are available to those that want or need access to them.
- 23 In order that the monitoring and review processes remain proportionate to the size of the authority and the Council has not opted for a detailed record to be maintained by champions and senior managers. There are many areas where monitoring and review is already built into e.g. the publication of various documents and improvement and change can be measured by outputs. As Chairman of the Council's Risk Management Group, The Head of Corporate Resources is responsible for
- (a) overseeing the implementation and monitoring the operation of the code
 - (b) reviewing the operation of the code in practice, and
 - (c) reporting annually to Members on compliance with the code and any changes that may be necessary to maintain it and ensure its effectiveness in practice.
- 24 The Risk Management Group will include within its membership the senior officers or champions in the matrix below and those officers will meet quarterly to report on corporate governance, receive guidance and to work collectively on the annual report to Members as part of the revised terms of reference for this group.
- 25 Alongside the role of the Head of Corporate Resources, the internal audit role in monitoring corporate governance has been developed and will in future comprise an annual audit in two phases. The early phase in each year will be used to collect evidence from outcomes delivered in the first part of the authority's year and to follow up on actions identified at the second phase in the previous year. The second phase will be a more detailed audit involving the champion or senior officer under each of the groupings set out in the table below at which they will need to provide the evidence of delivery, and continuous improvement where appropriate. The need for a scientific method of evaluation has been addressed by a scoring mechanism which takes account of the extent to which a requirement has been met. It is intended that this will also provide a tangible and robust basis on which to assess any improvement and, at the same time, will help to focus on those areas where the evidence indicates a lowering of standards.
- 26 The combination of the two roles; those of the Head of Corporate Resources and Internal Audit jointly feed into the Annual Statement of Assurance that must accompany the Council's published accounts and must withstand scrutiny. In addition, the Statement has a secondary purpose in that it contributes to the Council's self assessment and will be used by the Audit Commission and others as part of the Council's annual comprehensive performance assessment introduced in the Government's White Paper on Strong Local Leadership (December 2001).

Area of Governance	Responsible Chief Officer	Senior Manager (s)
Assets	Head of Corporate Resources Head of Works & Services	Financial Services Manager Principal Surveyor / Asset Management Group
Community Focus	Head of Housing	Policy & Communications Manager
Conduct	Chief Executive	Monitoring Officer Personnel Services Manager Audit & Review Manager
Data Protection Access to Information	Head of Corporate Resources	ICT Manager Member Services Manager
Performance Management	All Chief Officers and the Head of Works & Services in respect of Best Value	Policy & Communications Manager
Risk Management	Head of Corporate Resources	Audit & Review Manager / Risk Management Group
Service Delivery	All chief officers	All
Staffing	All chief officers	Personnel Services Manager
Structure	Chief Executive	Chief Officers

Glossary

s.151	Section 151 of the Local Government Act 1972
ALARM	The Association of Local Authority Risk Managers
BV	Best Value
BVPP	Best Value Performance Plan
CE	Chief Executive
CIPFA	The Chartered Institute of Public Finance & Accountancy
CPA	Comprehensive Performance Assessment
ICT	Information and Communications Technology
IEG	Implementing Electronic Government
IIP	Investor In People
LSP	Local Strategic Partnership
SOLACE	The Society of Local Authority Chief Executives
WDCPP	Wealden District Council Performance Plan (incorporating the BVPP)

Bibliography

The following reference material has been used in the compilation of the Council's Corporate Governance Framework:

Corporate Governance in Local Government A Keystone for Community Governance Framework	CIPFA / SOLACE
Corporate Governance in Local Government A Keystone for Community Governance Guidance	CIPFA / SOLACE
Corporate Governance In The Public Sector The Role of Risk Management	ALARM
Corporate Governance in East Sussex County Council Policy Statement	East Sussex CC
Corporate Governance in East Sussex County Council The Operational Framework	East Sussex CC
Risk Management Strategy	East Sussex CC