

Title of Report:	Code of Governance
Committee Report Submitted To:	Audit Committee
Date of Meeting:	17 September 2025
For Decision or For Information:	For Information
To be discussed In Committee No	No

Linkage to Council Strategy (2021-25)	
Strategic Theme	Improvements and Innovation
Outcome	
Lead Officer	

Estimated Timescale for Completion	
Date to be Completed	

Budgetary Considerations	
Cost of Proposal	N/A
Included in Current Year Estimates	YES/NO
Capital/Revenue	Revenue
Code	3601/61700
Staffing Costs	Internal Staff Costs

Legal Considerations	
Input of Legal Services Required	YES/NO
Legal Opinion Obtained	YES/NO

Screening Requirements	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	Yes/No	Date:
	EQIA Required and Completed:	Yes/No	Date:
Rural Needs Assessment (RNA)	Screening Completed	Yes/No	Date:
	RNA Required and Completed:	Yes/No	Date:
Data Protection Impact Assessment (DPIA)	Screening Completed:	Yes/No	Date:

1.0 Purpose of Report

- 1.1 To present the **Code of Governance** for Causeway Coast and Glens Borough Council, reflecting the revised *Delivering Good Governance in Local Government: Framework* issued by CIPFA and SOLACE in May 2025.
- 1.2 To seek approval for the adoption of the updated Code and its supporting schedule, which outlines how Council demonstrates compliance with the core principles of good governance.
- 1.3 To confirm the process for annual review and reporting through the Annual Governance Statement.

2.0 Background

- 2.1 The Code of Governance based on the CIPFA International Framework: Good Governance in the Public Sector was published in 2014:
[International Framework Good Governance in the Public Sector | CIPFA](#)

And updated in May 2025. CIPFA and SOLACE issued the updated version of the Framework, reinforcing the importance of sustainable outcomes, integration with financial management, and updated guidance for Annual Governance Statements: [Delivering-Good-Governance-in-Local-Government \(2\).pdf](#)

The updated version states that

“Local authorities are accountable to the public and other stakeholders for ensuring they have a sound system of governance. They are required to prepare and publish an annual governance statement (AGS) in accordance with statutory regulations of the appropriate national government. The statement should be consistent with the principles of good governance set out in Delivering Good Governance in Local Government: Framework (Governance Framework) (CIPFA and Solace, 2016). The statement includes the result of a review of the effectiveness of its system of internal control and provides assurance on whether the authority’s governance arrangements are fit for purpose. This addendum is the first update of the guidance since 2016 and replaces chapter 7 of the Framework publication. The 2016 publication and the seven principles of good governance remain unchanged. Authorities should ensure that the AGS for 2025/26 onwards complies with this guidance.

- 2.2 Council has reviewed and updated its Code of Governance to align with the revised framework and ensure continued compliance with best practice.

3.0 Proposals

- 3.1** That the Council adopts the updated Code of Governance, incorporating the principles and expectations set out in the 2025 Framework.
- 3.2** That the accompanying **Code of Governance Schedule** be approved as the working document evidencing how the Council meets each principle.
- 3.3** That the Code be reviewed annually, with findings informing the Annual Governance Statement.

4.0 Recommendation(s)

- 4.1** It is recommended that the Committee **approves** the updated **Code of Governance** and the associated **Code of Governance Schedule**, as outlined in paragraph 3.1 and 3.2 of this report.
- 4.2** It is recommended that the Committee **agrees** to the annual review process, with outcomes to inform the Annual Governance Statement, as outlined in paragraph 3.3.

Causeway Coast and Glens

Code of Governance

Table of Contents

Introduction	6
Principles of Good Governance	6
Compliance With Code of Governance	6
Code of Governance Schedule.....	8

Introduction

Governance at Causeway Coast and Glens Borough Council is about ensuring that we act in the public interest by doing the right things, in the right way, for the right people — in a manner that is timely, inclusive, transparent, honest, and accountable. It encompasses the systems, processes, cultures, and values that guide how the Council is directed and controlled, and how it engages with, reports to, and, where appropriate, leads the communities it serves.

In May 2025, CIPFA and SOLACE issued an updated version of the *Delivering Good Governance in Local Government: Framework*, building on the International Framework: Good Governance in the Public Sector (CIPFA/IFAC, 2014). This revised guidance reinforces the importance of achieving sustainable economic, social, and environmental outcomes, and highlights the need to integrate governance with effective public financial management. It also provides updated expectations for Annual Governance Statements from 2025/26 onwards.

Causeway Coast and Glens Borough Council is committed to the principles of good governance. This commitment is reflected in our Code of Governance, which aligns with the core and supporting principles set out in the updated Local Government Framework. Through this, we aim to ensure that our governance arrangements are robust, future-focused, and responsive to the needs of our citizens and communities.

Principles of Good Governance

Governance at Causeway Coast and Glens Borough Council ensures we act in the public interest by making decisions that are timely, inclusive, transparent, and accountable. It reflects the systems, values, and processes that guide how we operate, engage with, and support our communities.

In May 2025, CIPFA and SOLACE updated the *Delivering Good Governance in Local Government: Framework*, reinforcing the importance of sustainable outcomes and the integration of governance with sound financial management. The addendum also encourages councils to reconnect with core governance principles and provides updated guidance for Annual Governance Statements from 2025/26 onwards. Our Code of Governance reflects our commitment to these principles, ensuring our structures remain robust, forward-looking, and responsive to the needs of our citizens.

Compliance With Code of Governance

This Code of Governance is underpinned by a range of policies, procedures, and systems that guide how the Council manages its affairs effectively and transparently. To demonstrate compliance with this Code, the Council has adopted the core principles, sub-principles, and associated behaviours outlined in the *Delivering Good Governance in Local Government: Framework* (updated May 2025). The accompanying Code of Governance Schedule sets out the Council's own systems, processes, and documentation that evidence good governance in practice.

Compliance with this Code will be reviewed annually, and the findings will inform the preparation of the Council's Annual Governance Statement, ensuring ongoing accountability and continuous improvement.

Delivering Good Governance in Local Government (CIPFA and Solace, 2016)



Code of Governance Schedule

1. Behaving With Integrity		
Principle	How We Demonstrate This	Supporting Documents
Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.	<ul style="list-style-type: none"> Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated. Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff. <ul style="list-style-type: none"> - Leading by example and using the above standard operating principles or values as a framework for decision making and other actions. Demonstrating, communicating, and embedding the standard operating principles or values through appropriate policies and processes which are reviewed regularly. 	<ul style="list-style-type: none"> Constitution of Causeway Coast & Glens Borough Council Corporate Plan Local Government Employee Councillor Working Relationship Protocol Codes of Conduct for Councillors and Employees Standing Orders Raising Concerns Policy Anti-Fraud, Bribery and Corruption Policy incorporating Fraud Response Plan Councillor's Declaration of Interest Conflicts of Interest Policy Procurement Policy Contract Management Policy and Procedure Scheme of Delegation Annual Audit Letter Equality Scheme Complaints Handling Policy and Procedures Dignity and Respect at Work Policy Safeguarding Policy

		<ul style="list-style-type: none"> • Social Media Policy • Committee Terms of Reference • Gifts and Hospitality Policy
--	--	---

2. Ensuring Openness and Comprehensive Stakeholder Engagement		
Principle	How We Demonstrate This	Supporting Documents
Ensuring openness in activities and engaging effectively with all groups of stakeholders.	<ul style="list-style-type: none"> • Ensuring an open culture through demonstrating, documenting, and communicating the organisation's commitment to openness. • Making decisions that are open about actions, plans, resource use, forecasts, outputs, and outcomes. • Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders. • Using formal and informal consultation and engagement to determine the most appropriate and effective interventions. 	<ul style="list-style-type: none"> • Community Plan Framework • Corporate Plan • Annual Corporate Improvement Plan • Schedule of Council Meetings • Minutes of Council and Committee Meetings • Agenda and Reports online, with reports in a standard template, alignment to Corporate Plan, costs etc • Audio recordings of Council and Committee Meetings • Employee Engagement Plans • Communication and Consultation Strategy • Memorandums of Understanding • Third Party Data Sharing Agreements • Publication Scheme • Freedom of Information Policy • Local Development Plan

		<ul style="list-style-type: none"> • Citizens Newsletter and Citizens Survey
--	--	---

3. Defining Outcomes in Terms of Sustainable Economic, Social, and Environmental Benefits		
Principle	How We Demonstrate This	Supporting Documents
Defining and planning outcomes that are sustainable.	<ul style="list-style-type: none"> • Having a clear vision, which is an agreed formal statement of the organisation's purpose and intended outcomes. • Specifying the intended impact on stakeholders including citizens and service users. • Delivering defined outcomes on a sustainable basis within the resources available. • Identifying and managing risks to the achievement of outcomes. • Managing service users' expectations effectively with regard to determining priorities and making the best use of resources.. 	<ul style="list-style-type: none"> • Performance Improvement Plan • Community Plan Framework • Corporate Plan • Proforma report template used for all Council/Committee reports • Annual Corporate Improvement Plan • Directorate Business Plans • Quarterly Reviews of Business Plans • Annual Corporate Workshop • Current Development Plans • Risk Management Strategy, Corporate Risk Register • Environmental Policy • Equality Scheme • Disability Action Plan • Grant Aid Provision • Citizen Survey, Citizen News, APSE indicators

4. Determining the Interventions Necessary to Optimize the Achievement of the Intended Outcomes		
Principle	How We Demonstrate This	Supporting Documents
Providing a mixture of legal, regulatory, and practical interventions to achieve intended outcomes.	<ul style="list-style-type: none"> • Ensuring decision makers receive objective and rigorous analysis of a variety of options. • Considering feedback from citizens and service users when making decisions about service improvements. • Establishing and implementing robust planning and control cycles. • Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered. • Considering and monitoring risks facing each partner when working collaboratively. • Establishing appropriate key performance indicators (KPIs) as part of the planning process. • Preparing budgets in accordance with objectives, strategies, and the medium-term financial plan. 	<ul style="list-style-type: none"> • Corporate Plan • Annual Corporate Improvement Plan • Corporate workshop • Performance Management Framework • Directorate Business Plans • Review of Business Plans • Report to NIAO and Council on Council Performance in relation to statutory indicators • Finance Policy Manual • Economic Appraisals • Business Cases • Grant Aid Provision • Economic Development business programmes • Risk Management Strategy • Estimates Process • Financial Regulations • Committee Terms of Reference • Quarterly Review of KPIs • Annual Council Performance Report • Capital Investment Programme • Monthly Financial Reports • Year End Financial Statements

		<ul style="list-style-type: none"> • Medium Term Financial Plan • Treasury Management Policies and Strategy • Annual Report of the Chief Financial Officer • Estates Strategy/Land & Property Policy • Complaints Handling Policy and Procedure
--	--	--

5. Developing the Entity's Capacity, Including the Capability of its Leadership and the Individuals Within It		
Principle	How We Demonstrate This	Supporting Documents
Ensuring appropriate structures and leadership, as well as people with the right skills, to operate efficiently and effectively.	<ul style="list-style-type: none"> • Reviewing operations, performance, and use of assets regularly. • Improving resource use through appropriate application of techniques such as benchmarking. • Recognising the benefits of partnerships and collaborative working. • Developing and maintaining an effective workforce plan. • Developing protocols to ensure that elected and appointed leaders negotiate their respective roles early on. • Publishing a statement that specifies the types of decisions that are delegated and those reserved for the 	<ul style="list-style-type: none"> • Business Planning and Performance Management Training • Performance Management Framework (APSE) • Quarterly Reviews (KPIs) • Standing Orders • Job Descriptions • Organisational Structure • Monthly Budget Control Meetings • SMT Meetings • Member Development Working Group • Elected Member Development Policy • Member Learning and Development Policy Statement • Training Programme for Members • Annual General Meeting

	<p>collective decision making of the governing body.</p> <ul style="list-style-type: none"> • Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles. • Developing the capabilities of members and senior management to achieve effective leadership. • Ensuring members and staff have access to appropriate induction and ongoing training and development. • Ensuring personal, organisational, and system-wide development through shared learning. • Encouraging public participation. • Holding staff to account through regular performance reviews. • Ensuring arrangements are in place to maintain the health and wellbeing of the workforce. 	<ul style="list-style-type: none"> • Council Committee Structure • Scheme of Delegation • Members Induction • Chair and Vice Chair Training • Health, Safety and Wellbeing Strategy • Annual Personal Review and Development Plan • People Strategy • Training Programmes for staff • Managing Attendance Policies • Council's Constitution
--	---	---

6. Managing Risks and Performance Through Robust Internal Control and Strong Public Financial Management		
Principle	How We Demonstrate This	Supporting Documents
Implementing and sustaining an effective performance management system.	<ul style="list-style-type: none"> • Recognising that risk management is an integral part of all activities. • Implementing robust and integrated risk management arrangements. • Ensuring responsibilities for managing individual risks are clearly allocated. • Monitoring service delivery effectively. 	<ul style="list-style-type: none"> • Performance Improvement Plan • Directorate Business Plans • Quarterly Review of Business Plans • Quarterly Review (KPIs) • Annual Council Performance Report • Estimates Process • Finance Policy Manual

	<ul style="list-style-type: none"> • Making decisions based on relevant, clear objective analysis and advice. • Encouraging effective and constructive challenge and debate on policies and objectives. • Providing members and senior management with regular reports on service delivery plans. • Ensuring consistency between specification stages and post-implementation reporting. • Aligning the risk management strategy and policies on internal control with achieving objectives. • Evaluating and monitoring risk management and internal control regularly. • Ensuring effective counter fraud and anti-corruption arrangements are in place. • Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management, and control is provided by the internal auditor. • Ensuring an audit committee or equivalent group/function is in place. 	<ul style="list-style-type: none"> • Financial Regulations • Monthly Financial Reports • Year End Financial Statements • Quarterly Prompt Payment Performance Reports • Committee Terms of Reference • SMT Standing Item on weekly agenda • Risk Management Strategy • Risk Management Policy and Procedures • Service and Corporate Risk Registers Reviews • Quarterly Corporate Risk Register report • Annual Governance Statement • Director and Head of Service Annual Assurance Statements • Council and Committee Minutes – Audit Committee with Independent Member • Internal Audit and Internal Audit Charter • Internal Audit Strategy and Plan • NI Audit Office External Audit • Anti-Fraud, Bribery and Corruption Policy • Fraud Response Plan • Annual Review of the Effectiveness of the system of internal control • Third Party Data Sharing Agreements • Freedom of Information Policy
--	---	---

		<ul style="list-style-type: none"> • Data Protection Policy • Data Breach Notification Procedure • Service Information Asset Registers • Retention and Disposal Policy • Information Security Policy • Records Management Policy • Cyber Essentials and Cyber Essentials Plus accreditation • Estates Strategy, L&P Policy and Procedures • Medium Term Financial Plan 2026 - 2029 Budget Setting Process and Timetable
--	--	--

7. Implementing Good Practices in Transparency, Reporting, and Audit to Deliver Effective Accountability		
Principle	How We Demonstrate This	Supporting Documents
Ensuring those making decisions and delivering services are answerable for them.	<ul style="list-style-type: none"> • Writing and communicating reports for the public and other stakeholders in an understandable style. • Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny. • Reporting at least annually on performance, value for money, and stewardship of resources. • Ensuring members and senior management own the results reported. 	<ul style="list-style-type: none"> • Council meetings and Committees are open to the public and members of the media • Minutes of Council and Committee Meetings published on website • Audio Recordings of Council and Committee Meetings published on website • Publication Scheme • Freedom of Information Database/Log • Residents magazine – Citizens Newsletter

	<ul style="list-style-type: none"> • Ensuring robust arrangements for assessing the extent to which the principles contained in this Framework have been applied. • Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis. • Ensuring that recommendations for corrective action made by external audit are acted upon. • Ensuring an effective internal audit service with direct access to members is in place. • Welcoming peer challenge, reviews, and inspections from regulatory bodies. • Gaining assurance on risks associated with delivering services through third parties. • Ensuring that when working in partnership, arrangements for accountability are clear. 	<ul style="list-style-type: none"> • Corporate Website • Annual Governance Statement • Statement of Accounts • Annual Performance Improvement Report • Monthly Financial Reports • Year End Financial Statements • Equality Scheme • Audit Committee • Prior Year Internal Audit Recommendations (PYR) • Internal Audit Strategy and Plan • Internal Audit Annual Report • Annual Review of the Effectiveness of the system of internal control • NI Audit Office Annual Report Improvement Audit and Assessment Report
--	---	--