

# Appendix 2 – Local Code of Corporate Governance 2025

This document presents our Local Code of Governance for 2025, outlining the principles and practices that ensure transparency, accountability, and effective governance. It serves as a framework to guide decision-making and promote the highest standards of public service.

**Mae'r ddogfen hon ar gael yn Gymraeg. This document is available in Welsh. We are also happy to provide this document in large print, audio, and braille, please contact the Corporate Improvement and Development Team.**



**Conwy - Sir flaengar sy'n creu cyfleoedd**

**Conwy - a progressive County creating opportunity**

## **We want to hear your views!**

We value the rich diversity of Conwy and believe it's essential for all voices to be heard and acknowledged. We want to hear from you about the things that affect you. Are our long-term goals right for your community, and are we doing the right things? For more information or to share your thoughts on anything in our Corporate Plan, please contact us.

**By email:** [countyconversation@conwy.gov.uk](mailto:countyconversation@conwy.gov.uk)

**By telephone:** 01492 57 4000

Rydym yn croesawu galwadau ffôn yn Gymraeg a Saesneg. We welcome telephone calls in English and Welsh.

BT Relay Service Customers with hearing or speech impairments can contact any Council service by dialling **18001** before the number they require.

**By Sign:** British Sign Language users can contact us using a Sign Language interpreter through the InterpretersLive! service, provided by Sign Solutions – visit [www.conwy.gov.uk/signing](http://www.conwy.gov.uk/signing)

**By post:** People and Performance Service  
Performance and Improvement Team  
Conwy County Borough Council  
PO Box 1  
Colwyn Bay  
LL29 0GG

We welcome correspondence in both English and Welsh. There will be no delay in responding to correspondence received in either language.

## **Young People**

Young people are the future and we want to hear your views. Services working with young people want to listen and give you the chance to speak up. Conwy Youth Council is all about giving you a voice and a choice in decisions that affect you.

If you want to get involved, visit the [Youth Council Facebook page](#), or go to our [Youth Service website](#), or contact us:

**By email:** [youthservice@conwy.gov.uk](mailto:youthservice@conwy.gov.uk)

**By telephone:** 01492 575100

Rydym yn croesawu galwadau ffôn yn Gymraeg a Saesneg. We welcome telephone calls in English and Welsh. BT Relay Service Customers with hearing or speech impairments can contact any Council service by dialling **18001** before the number they require.

**Through Facebook and Instagram:** @GIconwyYS

### **To keep up-to-date:**

Like us on [Facebook](#)

Visit [our website](#) for information on the Corporate Plan

Visit our [‘Have your Say’](#) webpage

Set up an account on [My Conwy](#) to tailor updates from us, as well as make and manage your service requests online.

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# Our Corporate Governance Principles

Our code of Corporate Governance (the Code) sets out our governance standards. These standards ensure we are doing the right things in the right way and at the right time, whilst ensuring that we are inclusive, open, and effective. The Code is based on the seven governance principles set out in the CIPFA / SOLACE publication, “Delivering Good Governance in Local Government: Framework (2016 Edition)”. These principles (A to G) and their sub principles (A1 to G3) are set out below, along with evidence of how we can demonstrate that we are achieving these principles.

## 1. Principle A: Do we behave with integrity, demonstrating strong commitment to ethical values and respecting the rule of law?

### A1. Behaving with integrity

- We have [a Constitution](#) that sets out how the Council operates, how decisions are made and the procedures we follow to ensure that these are efficient, transparent and accountable to local people.
- We have a protocol governing [member and officer relations](#).
- There is a [process](#) and register of personal and business interests (intranet).
- There is a process to declare any interests in committee meetings, which are recorded in the minutes.
- There is a [policy](#) and associated procedure for ensuring that complaints can be made and impartially investigated, and for ensuring that any lessons learnt can be applied.
- Our Internal Audit team carry out independent and objective assurance and consulting activity, designed to add value and improve our operations. It helps us to accomplish our objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

### A2. Demonstrating a strong commitment to ethical values

- We have a [Code of Conduct](#) and Ethics Training (intranet) for members, which is communicated through our member induction, and all members must sign an

acknowledgement of their compliance. Training on the Code of Conduct is also compulsory for all members.

- We have a [planning protocol](#).
- We have a [Standards Committee](#) that promotes and maintains a high standard of conduct by councillors, upholding the members' Code of Conduct.
- We have a staff induction that covers Conwy behavioural values, competency framework, expectations around the role as a public sector employee, the respect booklet, disciplinary policy, and financial regulations.
- We have an [employee code of conduct](#).
- We have [corporate principles and values](#) that are shared with all members and staff and underpin all aspects of council services.

### **A3. Respecting the rule of law**

- The Head of Law and Governance is the designated 'Monitoring Officer' in accordance with the Local Government and Housing Act, 1989, and ensures compliance with established policies, procedures, laws, and regulations.
- All statutory officers are issued with job descriptions that clearly state their legislative and regulatory responsibilities.
- We have [Contract Procedure Rules](#) (intranet) and we have declarations of interests at democratic meetings.
- We hold a new member induction.
- There is a [Whistleblowing Policy](#) (intranet)
- We have a [Gifts and Hospitality Policy](#) (intranet)
- There is a [Counter Fraud Strategy](#) (intranet) that identifies the responsibilities of both elected members and staff in promoting a culture of honesty and integrity, and includes procedures in support of our [Anti-Money Laundering Policy](#) (intranet).
- We also have an [ICT Security Policy](#) (intranet), which aims to preserve the confidentiality, integrity and availability of IT systems, electronic assets, and information throughout the organisation.

## 2. Principle B: Do we ensure openness and comprehensive stakeholder engagement?

### B1. Openness

- We webcast and record key democratic meetings which are held in public (with the exception of exempt items), and all papers are published on our [website](#). All meetings operate on a hybrid model.
- In accordance with our [Inclusive Conwy Strategy](#) (our Strategic Equality Plan), all key decisions must assess the impact on protected characteristics. We have an integrated equality impact assessment that includes the Socio-Economic Duty, which came into force in 2021.
- All reports tabled for Council, Cabinet, and the Governance and Audit Committee are reviewed by a Report Review Group (RRG) to ensure that they are of a sufficiently high standard.
- There is a committee [Forward Work Programme](#).
- There is a Record of Decisions, and minutes are kept of all committee meetings and saved on Modern.gov.
- The public can ask for information through the [Freedom of Information](#) regulations.

### B2. Engaging comprehensively with institutional stakeholders

- We maintain relationships with institutional stakeholders and we are involved in several collaboration arrangements in order to improve outcomes for the community. There exists a [Collaboration Implementation Guidance](#) (intranet) that outlines our approach to ensure that good governance and value for money are achieved, and that our outcomes and values are promoted and safeguarded when working in partnership. We review all key collaborations annually to ensure that they are still appropriate.
- We are partners in the following key collaborations:
  - Regional Leadership Board
  - [North Wales Corporate Joint Committee](#)
  - North Wales Economic Ambition Board
  - [Conwy and Denbighshire Public Services Board](#)
  - [North Wales Regional Partnership Board](#)
  - [NWCREPS](#) (North Wales Councils Regional Emergency Planning Service)

- [Safer Conwy Community Safety Partnership](#)
- A Strategic Housing Partnership supports the implementation of the [Conwy Local Housing Strategy](#)

### **B3. Engaging with individual citizens and service users effectively**

- Community engagement has been fundamental in the development of all strategic plans and key decisions. Ensuring people in Conwy are informed, included, and listened to, and can actively contribute, is an underlying principle within our Corporate Plan. We have in place:
  - [Overview and Scrutiny Public Engagement Protocol](#) (intranet).
  - [Community Involvement Strategy](#).
  - There are five Local Area Forums.
  - We have processes for [complaints, comments and compliments](#).
  - We have our [Inclusive Conwy](#) (Strategic Equality Plan).
  - A bilingual software solution for [e-petitions](#).
  - We have a digital [Council Tax leaflet](#) and digital [business rates \(NNDR\) leaflet](#), which detail how we manage our budget and spend.
  - We have a strong social media presence on [Facebook](#).
  - We have a [Digital Strategy](#) to help us improving access to services and information.
  - We have an instant interpretation system for [sign language](#) and BSL videos for FAQs.
  - Our website is compliant with accessibility legislation.
  - There are procedures in place to comply with the legislative requirements of the [Freedom of Information Act](#) and the [General Data Protection Regulations](#).
- We have a Manager's Forum, and a Joint Consultative Committee (JCC) to ensure that there is regular communication with staff and Trade Unions. There is also a staff suggestion scheme.
- Our approach to modernisation, accessibility, openness, and engagement has undergone a significant change in recent years. We have seen an increase in our customer presence online, and our modern offices at Coed Pella, Colwyn Bay, has enabled us to future proof our way of working, housing most front-line services in one location.

- We will be looking to implement an annual process for surveying user perspectives as to how we are performing against our functions.

### **3. Principle C: Do we define outcomes in terms of sustainable economic, social, and environmental benefits?**

#### **C1. Defining Outcomes**

- During every administration, we publish a strategic [Corporate Plan](#) to provide the vision for our organisation and a focus on our key priorities for improvement. These outcomes also serve as our Well-being Objectives. The Plan is supported by a number of service specific strategies.
- Our [Medium-Term Financial Strategy](#) is reviewed annually.
- We have a [Business Planning Framework](#) for business cases for inclusion within the revenue and capital budgets.
- Each service area also produces an outcome focused Service Plan.

#### **C2. Sustainable economic, social, and environmental benefits**

The evaluation of progress against strategic outcomes are recorded in a series of Reports including:

- [Performance Self-Assessment Reports](#) (six-monthly)
- [Conwy and Denbighshire PSB Annual Report](#)
- [Annual Governance Statement](#)
- [Finance Reports](#)
- [Director of Social Services Annual Report](#)
- [Welsh Language Annual Monitoring Report](#)
- [Conwy Economic Strategy](#)
- [Net Zero Carbon Performance Report](#)

## 4. Principle D: Do we determine the interventions necessary to optimise the achievement of the intended outcomes?

### D1. Determining interventions (courses of action)

- We have an approved [Constitution](#), which sets out how the Council operates, how decisions are made, and the procedures that are followed to ensure that these are efficient, transparent and accountable to local people.
- The [committee structure](#) details how decisions or interventions are made by local councillors, or officers under their guidance.
- There are four [Overview and Scrutiny committees](#):
  - [Finance and Resources](#)
  - [Economy and Place](#)
  - [Education and Skills](#)
  - [Social Care and Health](#)
- There are three [regulatory committees](#): [Planning Committee](#), [General Licensing Committee](#) (and [Licensing Sub-Committee](#)), and the [Governance and Audit Committee](#). There is also a [Standards Committee](#) and [Democratic Services Committee](#).
- The Report Review Group (RRG) meets twice a month to review the reports scheduled to go to Cabinet, and considers the forward work plans of Scrutiny. There is a [Standard Committee Report Template](#) (Intranet) for all reports.
- The Strategic Leadership Team meets twice a month. Its members include the Chief Executive, both Strategic Directors, the Head of Environment, Roads and Facilities, the Head of People and Performance, the Statutory Head of Education, and the Monitoring Officer.
- The Senior Management Team meets monthly, and comprises of the Chief Executive, Strategic Directors, and Heads of Service.
- A Managers' Forum meets quarterly to share messages and seek consistency, listen to keynote speakers, and debate developments between Directors and managers within the organisation.

## **D2. Planning interventions**

- Six-monthly reports that self-assess our performance against our functions are tabled with the Senior Management Team, Scrutiny, and Cabinet; and annually with Governance and Audit and Council. These reports identify improvement actions.
- Service Performance Reviews take place to review service progress, risks, and finances.
- We have implemented the [Conwy Conversation](#) (intranet), supporting staff to achieve their objectives, feel valued, and listened to through more regular check-in conversations with their line manager.
- We have a corporate [Safeguarding Policy](#), and there are agreed arrangements to enable us to comply with statutory requirements in respect of [child protection and the protection of vulnerable adults](#).

## **D3. Optimising achievement of intended outcomes**

- We use an integrated performance management system to support service planning, risk management, incidents, audit, and project management.
- There is a Performance Management Framework (PMF) in place that seeks to provide a clear link between the delivery of objectives set for individual officers in their personal development plans and service plans, which in turn help deliver the citizen focussed outcomes within our Corporate Plan.
- We have a [Project and Programme Management Framework](#) (intranet) and a Programme and Project Managers Forum (PPM) meets on a quarterly basis.
- The Conwy Opportunities Board provides strategic oversight of all projects and programmes across the authority.

## **5. Principle E: Do we develop our capacity, including the capacity of our leadership and the individuals within it?**

### **E1. Developing the Council's capacity**

- We have a Members' Development Strategy.
- We have a [People Strategy](#) in place, which sets out our approach to attract, support, develop and retain staff in order to build upon our 'Team Conwy' culture, and make a difference for the people of Conwy.

- There is a [scheme of delegation](#) that clearly defines the mandate for decision-making within all levels of the organisation. This is supported by [contract procedure rules](#) and [financial regulations](#).
- [Recruitment and Selection Policy](#) (Intranet).
- There are a series of [HR policies](#) (intranet) that support a variety of aspects of staff management.
- All members of staff are issued with a contract, job description, and have regular 1-to-1 check-ins as part of the [Conwy Conversation](#).
- Through the [Workwise Framework](#) (intranet), we have introduced a hybrid working model for office based staff.

## **E2. Developing the capability of the Councils leadership and other individuals**

- All staff can access our Learning Academy Brochure ([our Learning and Development Plans](#)), which includes a variety of courses to support personal and organisational development.
- There is a Member Development Forum.
- There is an [Attendance Management Policy](#) and staff have access to an external company for occupational health support.
- We provide an employee assistance through [Conwy Cares](#) (Intranet).
- We have an employee [benefits scheme](#).

## **6. Principle F: Do we managing risks and performance through robust internal control and strong public financial management?**

### **F1. Managing risks**

- We have a [Risk Management Strategy](#) (Intranet).
- The Corporate Risk Register is reviewed at least every 6 months and published through the committee papers for meetings of the [Governance and Audit Committee](#).
- All services have health and safety risk assessments.
- All services have service continuity plans, which are uploaded to Resilience Direct.
- We have a [Cyber Resilience Strategy](#).
- There is work ongoing to review our emergency planning arrangements, adopting the NWCREPS model.

## F2. Managing performance

- We have a Performance Management Framework in place, underpinned by CAMMS, our Performance Management System (as well as for projects, risks, and incidents).
- Our Performance and Improvement Team is available to support services on effective performance management arrangements, and most services have business managers in place to facilitate this work.
- The evaluation of progress against strategic outcomes are recorded in a series of Reports including:
  - [Performance Self-Assessment Reports](#) (six-monthly)
  - [Conwy and Denbighshire PSB Annual Report](#)
  - [Annual Governance Statement](#)
  - [Finance Reports](#)
  - [Director of Social Services Annual Report](#)
  - [Welsh Language Annual Monitoring Report](#)
  - [Conwy Economic Strategy](#)
  - [Net Zero Carbon Performance Report](#)

## F3. Robust internal control

- The Strategic Leadership Team, Senior Management Team and Cabinet provide oversight of our activities.
- There is a strong Scrutiny function to monitor risk, service, and financial performance.
- Internal Audit have an assurance map that is used to inform the Internal Audit Annual Plan. There is an [Internal Audit Charter](#) (Intranet) in place, and regular reports are presented to the [Governance and Audit Committee](#).
- An Improvement and Audit Group (IAG) ensures that identified risks and external and internal audit recommendations for improvement are being appropriately addressed.
- The Performance and Improvement Team oversee performance, risk, and regulatory processes on behalf of the organisation, and regularly prepare detailed reports to Senior Managers, Scrutiny, Cabinet and Council with recommendations for improvement.

## F4. Managing Data

- We have an [Information Governance Unit](#), which is responsible for General Data Protection Regulations (GDPR), Environmental Information Regulations, and Freedom of Information requests (FOIs).
- Our Information Governance Group meets quarterly.
- We have an [Information Governance Framework](#) for information policies.
- Information Governance Training is available online and through sessions for all Elected Members and Staff.
- Performance and risk data is stored, monitored, and reported through our CAMMS system.

## F5. Strong public financial management

- The Chief Financial Officer's role (S151 Officer) is included in the responsibilities of the Strategic Director of Finance and Efficiencies. The Director has responsibility for the proper administration of our financial affairs.
- Our treasury management arrangements follow professional practice and are subject to regular review. There are robust arrangements for effective financial control through our accounting procedures and financial regulations such as:
  - [Finance Reports](#)
  - [Medium-Term Financial Strategy](#)
  - [Members Allowances Scheme](#)
  - [Treasury Management Strategy](#)
  - [Asset Management Plan](#)
  - [Statement of Accounts](#)
  - [Financial Regulations](#) (Intranet)
  - [Council Tax Information](#)
  - [Contract Procedure Rules](#) (Intranet)
  - [Corporate Procurement Strategy](#) (Intranet)
- An Annual Certificate of Compliance issued by external auditors confirms that we comply with our responsibilities relating to financial reporting.

## **7. Principle G: Do we implement good practices in transparency, reporting, and audit, to deliver effective accountability?**

### **G1. Implementing good practices in transparency**

- All [Cabinet and Council meetings](#) are held in public (with the exception of exempt items), and all papers are published on our council website. All meetings operate on a hybrid model.
- All agendas and reports are available on our website unless they contain exempt information.
- We have a members' register of interests.
- There is a [Democratic Services Committee](#).
- The Governance and Audit Committee members completed the 'CIPFA Audit Committee Individual Self-Assessment Knowledge and Skill Framework' relating to the effectiveness of the Governance and Audit Committee.
- Our Performance Self-Assessment Reports and Annual Governance Statement – as a body of evidence – demonstrate our commitment to transparency, signposting to key policies, decisions, and reports that have been produced over the latest financial year. These are published online at [www.conwy.gov.uk/performance](http://www.conwy.gov.uk/performance).

### **G2. Implementing good practices in reporting**

- There are regular Internal Audit performance reports presented to the [Governance and Audit Committee](#).
- An Improvement and Audit Group (IAG) ensures that identified risks and external and internal audit recommendations for improvement are being appropriately addressed.
- Our Performance Self-Assessment Reports, Corporate Risk Reports, and Annual Governance Statement have been designed to meet accessibility standards. We have introduced trend reporting within performance and risk reports, clearly showing agreed targets and tolerances within the former to support member and public understanding and scrutiny.
- Performance Self-Assessment reporting has also been brought forward in this last year to improve the timeliness of the information presented to members. Our performance web-page has also been reviewed to provide an ongoing database where historic reports may be viewed, improving transparency.

### G3. Assurance and effective accountability

- Strategic Leadership Team / Senior Management Team and Cabinet oversight.
- Strong challenge by Scrutiny and regulatory committees, including the Governance and Audit Committee.
- An [annual report](#) of Scrutiny performance is published each year to review and reflect on the scrutiny function.
- We have an [Overview and Scrutiny Engagement Protocol](#).
- The Governance and Audit Committee undertakes a self-assessment annually.
- Performance Self-Assessment Reports, External Regulatory Reports (including compliance), and Corporate Risk reports are regularly tabled with the Senior Management Team, Scrutiny, the Governance and Audit Committee and Cabinet, where progress against actions is reviewed, updates being provided by services.
- We have Inspectorate Reports.
- The Improvement and Audit Group (IAG) regularly reviews the effectiveness of regulatory actions and risk controls.
- The Head of Audit publishes an annual report having conducted a review of the effectiveness of our system of internal control and issues a conclusion (Audit opinion) on the control environment.
- We receive an annual programme of external audit reviews, which include:
  - [Audit Wales](#)
  - [Estyn](#)
  - [Care Inspectorate Wales](#)