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| 1. **Good governance means behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.**     **We will:**  **Behave with integrity Demonstrate strong commitment to ethical values;**  **Respect the rule of law;** | |
| **In order to achieve this we will:** | **Evidence** |
| ensure that the Council’s leadership sets a tone for the Council by creating a climate of openness, support and respect; | Corporate Strategy  Constitution  Standing Orders  Ethical Procurement / Contract Procedure Rules  Code of Conduct for Members  Standards Complaints Procedure  Declarations of Interests and register of interests for officers and members  Provision of ethical governance training  Staff Induction  Organistional Development Strategy  Staff Recruitment Policy  Job/Descriptions and Specifications  Continuing Professional Development  Performance Management Framework  Anti-Fraud and Corruption and Whistleblowing Policies  Minutes of meetings showing declarations of interest  Open Cabinet system  Report Templates requiring s151 and MO comments  Scrutiny of ethical decision making  Key Partnership Framework  Compliance with Statutory Guidance  Compliance with CIPFA’s Statement on the Role of the Chief Financial Officer in Local Government  Self-Reporting to regulatory bodies |
| ensure that standards of conduct and personal behaviour expected of members and officers, of work between them and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols; |
| maintain arrangements to ensure that members and employees of the Council 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; |
| maintain shared values including leadership values for both the organisation and employees reflecting public expectations, and communicate these with members, officers, the community and partners; |
| ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness; |
| maintain an effective standards committee; |
| use the Council’s shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the Council; |
| in partnering arrangements agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners’ behaviour both individually and collectively. |

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| 1. **Good governance means ensuring openness and comprehensive stakeholder engagement**   **We will:**  **Be Open;**  **Engage comprehensively with institutional stakeholders**;  **Engage stakeholders effectively, including individual citizens and service users;** | |
| **In order to achieve this we will:** | **Evidence** |
| ensure that the Council’s vision is delivered through the corporate plan and that it is clearly consulted, articulated and disseminated to all key stakeholders | Annual Report  Annual Governance Statement  Freedom of Information/Environmental Information Act publication scheme  Online Council Tax Information  Authorities Values  Website  Council Meeting Minutes  Publication of Executive Member Decisions  Publication process for Key Decisions  Pro-Forma Report templates  Comments of SFO and MO  Council meeting calendar  Use of Consultation Feedback / as highlighted by CIPFA  Resident Survey  Communications Strategy  Record of stakeholders with whom the council should engage and for what purpose  Record of public consultations  Evidence based decision making  Use of social media |
| ensure that clear channels of communication are in place to enable the Council to engage with all sections of the community effectively and put in place monitoring arrangements to ensure effective operation; |
| consider all stakeholders to whom the Council is accountable and assess the effectiveness of the relationships and any changes required; These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands; |
| hold meetings in public unless there are good reasons for confidentiality; |
| maintain a clear policy that supports consultation and engagement with the public and service users including an appropriate feedback mechanism for those consultees to demonstrate what has changed as a result; |
| publish an annual performance plan giving information on the Council’s vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users; |
| Scrutiny Committee to have clear responsibilities including accountability for external and community aspects; |
| produce regular reports on the activity of the scrutiny function; |
| ensure that the Council as a whole is open and accessible to the community, service users and its employees. That it is committed to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality where it is proper and appropriate to do so; |
| maintain a clear policy on how employees and their representatives are consulted and involved in decision making. |

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| 1. **Good governance means defining outcomes in terms of sustainable economic, social, and environmental benefits**     **We Will:**  **Define outcomes;**  **Provide sustainable economic, social and environmental benefits**; | |
| **In order to achieve this we will:** | **Evidence** |
| promote and review the Council’s purpose and vision; | Community engagement and involvement  Corporate Strategy  Monitoring Reports to Cabinet  Project Management  Performance Management Framework  Risk Management and Grace System  Capital Investment is structured to achieve appropriate life spans and adaptability for future use or that resources are spent on optimizing social economic and environmental wellbeing  Medium Term Financial Strategy  Record of decision making and supporting materials  Reporting / register of environmental data  Statement of Accounts and EA value for money opinion  Corporate Priority – Community Wealth Building  Social Value in Procurement  Equality Impact Assessments  Key Partnership Framework |
| review on a regular basis the Council’s governance arrangements; |
| foster effective relationships and partnerships with the public, private, community and voluntary sectors; |
| ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties; |
| decide how the quality of service for users is to be measured and make sure that the information needed to regularly review service quality is available; |
| put in place effective arrangements to enable continuous improvement; |
| decide how value for money is to be measured and make sure that the Council or partnership has the information needed to review value for money and performance effectively; |
| measure the impact of policies, plans and decisions on the community and its environment. |

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| 1. **Good governance means determining the interventions necessary to optimise the achievement of the intended outcomes**     **We Will:**  **Determine interventions;**  **Plan interventions**;  **Optimise the achievement of intended outcomes;** | |
| **In order to achieve this we will:** | **Evidence** |
| Ensure that there are on-going discussions between members and officers on the information needs of members to ensure considered and robust decision making | Members Briefings  Standing Orders  Options Appraisals  Medium Term Financial Strategy  Council calendar of meetings  Communication Strategy  Key Partnership Framework in development  Risk Management Framework  Project Management Toolkit  Performance Management Framework  Senior Management Team  Corporate Strategy  Social Value Policy  Ethical procurement / contract procedure rules |
| Ensure members understand what information they may ask for and associated timescales; |
| Ensure that our Scheme of Delegation is fit for purposes and is complied with |
| Ensure that accurate and detailed records of all decisions are maintained together with supporting material |
| Ensure (wherever practicable) that decision makers are advised appropriately on all available options |
| Have a robust Financial strategy |
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| Have a robust Corporate Risk Register |
| Ensuring that the social value dimension is covered by any major procurement exercise that is carried out; ensuring that up to date and accurate advice is contained within our procurement guidance documents |
| Wherever appropriate develop and report on Key Performance Indicators for service areas and report against them |
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| 1. **Good governance means developing the council’s capacity, including the capability of its leadership and the individuals within it**   **We Will:**  **Develop the council’s capacity;**  **Develop the capability of the council’s leadership and other individuals;** | |
| **In order to achieve this we will:** | **Evidence** |
| provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis; | Organisational Development Plan  Job Descriptions  Officer PDP’s  Access to update courses and information briefings on new legislation  Induction – both officers and members  HR policies  Staff forums  Clear statement of roles and responsibilities and how they will be put into practice  CE Performance Appraisal (member led)  Arrangements for succession planning Member Briefings  Member PDPs  Scheme of delegation reviewed regularly in the light or legal and organizational changes  Standing Orders reviewed on a regular basis  Efficient systems and technology used for effective support  Peer reviews |
| ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the Council; |
| assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively; |
| develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed; |
| ensure that effective arrangements are in place for reviewing the performance of Cabinet and other committees and their membership and agreeing action to address any training or development needs; |
| ensure that effective arrangements are in place to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the Council; |
| ensure that career structures are in place for members and officers to encourage participation and development. |
| **In order to achieve our aims we will detail within the Constitution:** |
| a clear statement of the respective roles and responsibilities of the Cabinet and of each cabinet member individually and the authority’s approach towards putting this into practice; |
| a clear statement of the respective roles and responsibilities of each committee, elected members generally and of senior officers; |
| a clear statement of the role of Scrutiny including overview of Council activity and responsibility for holding Cabinet to account. |
| a scheme of delegation and reserve powers including a formal schedule of those matters specifically reserved for collective decision by full Council taking account of relevant legislation, and ensuring that it is monitored and updated when required; |
| a chief executive responsible and accountable to the authority for all aspects of operational management; |
| a protocol to ensure that the leader and chief executive share a clear understanding of their roles and objectives; |
| a senior officer (the S151 officer) 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; |
| a senior officer (the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with; |
| protocols to ensure effective communication between members and officers in their respective roles; |
| **we will also:** |
| set out terms and conditions for remuneration of members and officers and an effective structure for managing the process including an effective member remuneration panel; |
| ensure that effective mechanisms exist to monitor service delivery; |
| ensure that the organisation’s vision, 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; |
| **when working in partnership we will:** |
| ensure that members are clear about their roles and responsibilities (both individually and collectively) to the partnership and to the authority; |
| ensure that there is clarity about the legal status of the partnership; |
| ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions. |

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| 1. **Good governance means managing risks and performance through robust internal control and strong public financial management**   **We will:**  **Manage risk;**  **Manage performance;**  **Have robust systems of internal control;**  **Manage data;**  **Provide strong public financial management;** | |
| **In order to achieve this we will:** | **Evidence** |
| maintain an effective scrutiny function which encourages constructive challenge and enhances the Council’s performance overall and that of any organisation for which it is responsible; | Performance Management Framework  Publication of agendas and minutes of meetings  Evidence of improvements as a result of scrutiny  Council Meeting Calendar  Budget Monitoring Reports  Member Development  Financial standards and guidance  Financial Regulations and standing orders  Effective internal audit service is resourced and maintained  Internal & External Audit Plan  Internal audit charter  Internal & External Audit Reports  Annual Governance Statement  Risk Management Strategy and use of GRACE  Anti Fraud and Corruption Strategy and Fraud Response plan  Whistleblowing policy  Audit Committee complies with best practice / Governance Committee effectiveness review  Information Security Framework  Designated Data Protection Officer and Senior Information Risk Officer  Data Protection Policies and Procedures  Data sharing agreements  Data Sharing Register  Data Processing Agreements  Data quality procedures and reports |
| maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based; |
| maintain arrangements to safeguard members and employees against conflicts of interest and processes to ensure that they continue to operate in practice; |
| develop and maintain an effective audit / governance committee which is independent of the executive and scrutiny functions, and responsible for the Council’s governance and control matters; |
| ensure that a senior officer with responsibility for internal audit champions best practice and provides an objective opinion on all aspects of governance, risk management and internal control; |
| ensure that the Council maintains an effective, transparent and accessible complaints process; |
| ensure that those making decisions whether for the Council or a partnership are provided with information that is fit for the purpose; i.e. relevant, timely and gives clear explanations of technical issues and their implications; |
| ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately; |
| ensure that risk management is embedded into the culture of the Council, with members and managers at all levels recognising that risk management is part of their jobs; |
| ensure that effective arrangements for whistleblowing are in place to which officers and all those contracting with or appointed by the authority have access; |
| observe all relevant legislative requirements and restrictions placed upon the Council, but strive to utilise the legislative powers to the full benefit of the community; |
| comply with both the specific requirements of legislation and the general responsibilities placed on the Council by public law; |
| observe all the requirements of general law, and in particular integrate the key principles of good administrative law – rationality, legality and natural justice – into procedures and decision-making processes; |

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| 1. **Good governance means implementing good practices in transparency, reporting, and audit to deliver effective accountability**     **We will:**  **Implement good practice in transparency;**  **Implement good practices in reporting**;  **Provide assurance and effective accountability;** | |
| **In order to achieve this we will:** | **Evidence** |
| maintain a user friendly and up to date Website | Website  Annual Report  annual financial statements  Annual Governance Statement  Compliance with CIPFA’s Statement of the Role of the Head of Internal Audit  Compliance with Public Sector Internal Audit Standards  Recommendations have informed positive improvement  Community strategy  Compliance with the Transparency Code  Corporate Governance Group |
| ensure that the Council’s vision is delivered through the corporate plan and that it is clearly consulted, articulated and disseminated to all key stakeholders |
| maintain a clear policy that supports consultation and engagement with the public and service users including an appropriate feedback mechanism for those consultees to demonstrate what has changed as a result; |
| ensure that the Council as a whole is open and accessible to the community, service users and its employees. That it is committed to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality where it is proper and appropriate to do so; |
| wherever possible use plain English when writing reports |
| An annual report to council on performance, value for money and the use of resources – such report to be approved and owned by Senior Management Team and members |
| Provide Annual financial statements |
| Provide Annual Governance Statement |
| Demonstrate how positive improvements have followed on from any external audit recommendations |
| Compliance with CIPFA’s Statement on the Role of the Head of Internal Audit |
| Compliance with Public Sector Internal Audit Standards |
| Have an effective and robust Community Strategy |