

A. 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 |
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| ensure that the Council’s leadership sets a tone for the Council by creating a climate of openness, support and respect; | Corporate Strategy Constitution |
| 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; | Standing Orders Ethical Procurement / Contract Procedure Rules Code of Conduct for Members Standards Complaints Procedure |
| 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; | Declarations of Interests and register of interests for officers and members Provision of ethical governance training Staff Induction |
| 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; | Organisational Development Strategy Staff Recruitment Policy Job/Descriptions and Specifications Continuing Professional Development |
| ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness; | Performance Management Framework Anti-Fraud and Corruption and Whistleblowing Policies Minutes of meetings showing declarations of interest |
| maintain an effective standards committee; | Open Cabinet system |

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| 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; | Report Templates requiring s151 and MO comments Scrutiny of ethical decision making Key Partnership Framework |
| 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. | 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 |

B. 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 |
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| 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 |
| 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; | Online Council Tax Information Authorities Values Website |
| 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; | Council Meeting Minutes Publication of Executive Member Decisions Publication process for Key Decisions Pro-Forma Report templates |
| hold meetings in public unless there are good reasons for confidentiality; | Comments of SFO and MO |

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| 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; | 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 |
| 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. | |

C. 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;

review on a regular basis the Council's governance arrangements;

Community engagement and involvement

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| foster effective relationships and partnerships with the public, private, community and voluntary sectors; | 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 |
| 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. | |

D. 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

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| 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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E. 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 |
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| 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 |
| 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; | Officer PDP’s Access to update courses and information briefings on new legislation Induction – both officers and members |
| assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively; | HR policies Staff forums Clear statement of roles and responsibilities and how they will be put into practice |
| 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; | CE Performance Appraisal (member led) Arrangements for succession planning Member Briefings |
| 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; | Member PDPs Scheme of delegation reviewed regularly in the light of legal and organizational changes |
| 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; | Standing Orders reviewed on a regular basis Efficient systems and technology used for effective support Peer reviews |
| 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: | |

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| 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 |

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| 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. |

F. 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:

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;

maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based;

Evidence

Performance Management Framework
 Publication of agendas and minutes of meetings
 Evidence of improvements as a result of scrutiny
 Council Meeting Calendar
 Budget Monitoring Reports

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| maintain arrangements to safeguard members and employees against conflicts of interest and processes to ensure that they continue to operate in practice; | Member Development |
| 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; | Financial standards and guidance |
| 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; | Financial Regulations and standing orders |
| ensure that the Council maintains an effective, transparent and accessible complaints process; | Effective internal audit service is resourced and maintained |
| 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; | Internal & External Audit Plan |
| 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; | Internal audit charter |
| 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; | Internal & External Audit Reports |
| ensure that effective arrangements for whistleblowing are in place to which officers and all those contracting with or appointed by the authority have access; | Annual Governance Statement |
| 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; | Risk Management Strategy and use of GRACE |
| comply with both the specific requirements of legislation and the general responsibilities placed on the Council by public law; | Anti Fraud and Corruption Strategy and Fraud Response plan |
| 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; | 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 |

G. 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 |
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| maintain a user friendly and up to date Website | Website |
| 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 financial statements Annual Governance Statement |
| 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; | 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 |
| 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; | Community strategy Compliance with the Transparency Code |
| wherever possible use plain English when writing reports | Corporate Governance Group |
| 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 | |

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| 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 |