

**DRAFT
ANNUAL REVIEW
AGAINST THE
CODE OF
CORPORATE GOVERNANCE
2015/2016**

PRINCIPLE 1

Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local areas:

- Exercising strategic leadership by developing and clearly communicating the authority’s purpose and vision and its intended outcome for citizens and users
- Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning
- Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money

The function of governance is to ensure that authorities, other local government organisations or connected partnerships fulfil their purpose and achieve their intended outcomes for citizens and service users and operate in an effective, efficient, economic and ethical manner.

Local government bodies need to develop and articulate a clear vision of their purpose and intended outcomes for citizens and service users that are clearly communicated, both within the organisation and to external stakeholders.

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work Ongoing
Exercising strategic leadership by developing and clearly communicating the authority’s purpose and vision and its intended outcome for citizens and users	<ul style="list-style-type: none"> • Develop and promote the authority’s purpose and vision 	Corporate Plan GM Combined Authority People and Places Scorecard Tameside Health and Wellbeing Board Service Delivery Plans/Risk Registers Joint Strategic Needs Assessment Joint Health and Wellbeing Strategy Big Conversation Corporate Equality Scheme Executive Leader’s Annual Key Note Address Public Health Annual Report Tameside Integrated Needs Assessment Tameside Citizen Council Website Corporate Delivery Team Vision Tameside Tameside Prosperous Board Apprenticeships stakeholder group Tameside learning provider network Raising Participation Age network.	Care Together

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work Ongoing
		Hattersley Land Board Chief Executive's Brief The Wire, Twitter, Facebook and Instagram GMPF Website GMPF Funding Strategy Statement Awards (Pride of Tameside/Innovation Awards) Local Education Partnership Education Attainment Improvement Board e-News Locality Plan Commissioning for Reform Strategy	
	<ul style="list-style-type: none"> Review on a regular basis the authority's vision for the local area and its implications for the authority's governance arrangements 	Annual review of Constitution Monitoring the Delivery of the People and Places Scorecard Service Delivery Plans / Performance Indicators Tameside Health and Wellbeing Board Corporate Delivery Team Chief Executive's Brief Executive Member meetings with Senior Managers Board Business/Development Sessions Corporate Equality Scheme Executive Leader's Annual Key Note Address Hattersley Land Board Annual Budget Consultation GMPF Annual Report and Annual General Meeting with Employers LGC Council of the Year 2016 Single Commissioning Strategy	Care Together
	<ul style="list-style-type: none"> Ensure that partnerships are underpinned by a common vision of their work that is 	GM Combined Authority Financial Regulations	Care Together

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work Ongoing
	<p>understood and agreed by all partners</p>	<p>Local Investment Partnership Health and Well Being Board Tameside Safeguarding Children Board Tameside Adults Safeguarding Partnership Performance Management Framework/Managing Performance Toolkit (MPT) Communication Strategy Co-Located Partnership Teams Local Education Partnership Education Attainment Improvement Board Tameside Prosperous Board Apprenticeships stakeholder group Tameside learning provider network Raising Participation Age network. Hattersley Land Board GM Strategy AGMA PSR Strategic Group Public Service Hub – Co-located Partnership to manage complex dependency Strategic Neighbourhood Partnership Domestic Abuse Steering Group Single Commissioning Function Single Commissioning Strategy</p>	
	<ul style="list-style-type: none"> Publish an annual report on a timely basis to communicate the authority’s activities and achievements, its financial position and performance 	<p>Statement of Accounts Tameside Citizen Annual Audit Letter The Wire Twitter, Facebook and Instagram People and Places Scorecard Corporate Plan Joint Strategic Needs Assessment</p>	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work Ongoing
		Tameside Integrated Needs Assessment Executive Leader's Annual Key Note Address GMPF Annual Report LGC Council of the Year 2016	
Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning	<ul style="list-style-type: none"> Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available 	Corporate Plan Service Delivery Planning Performance Management Framework/Managing Performance Toolkit (MPT) Peer Challenge Joint Strategic Needs Assessment Tameside Integrated Needs Assessment Tameside Challenge Framework Tameside Health and Wellbeing Board Corporate Performance Group Budget Monitoring Corporate Equality Scheme Education Attainment Improvement Board Outcomes Framework/Q.A.F for Supporting People Big Conversation Twitter, Facebook and Instagram Customer Service Excellence/GMPF Pensioner Forum Executive Team/Senior Management Team Children in Care Council Carers Strategy Group TASP TSCB Public Health Outcomes Framework	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work Ongoing
	<ul style="list-style-type: none"> • Put in place effective arrangement to identify and deal with failure in service delivery 	Public Health Annual Report Commissioning for Reform Strategy Corporate Complaints System Performance Management Framework/ People and Places Scorecard Education Attainment Improvement Board Childrens Safeguarding Board Quality Assurance and Performance Management Group	
Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money	<ul style="list-style-type: none"> • Decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions 	Performance Indicators/Unit Costs Procurement Strategy External Auditor's Audit Letter/Financial Resilience Report Inspectorate Reports Scrutiny Panels Big Conversation Peer Review Risk Management and Audit Service Redesign/Reviews Benchmarking Awards (Pride of Tameside/Innovation) Customer Contact and Care Strategy Community Funding/Grants GMPF Solvency Level Cost Benefits Calculator	

PRINCIPLE 2

<p>Members and officers working together to achieve a common purpose with clearly defined functions and roles:</p> <ul style="list-style-type: none"> • Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function • Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of members and officers are carried out to a high standard • Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of each other
<p>The governing body of an organisation has overall responsibility for directing and controlling that organisation. In local government the governing body is the full council or authority. Further information on the structure and roles of the local authority governing bodies is included in the guidance notes to this framework</p>

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function	<ul style="list-style-type: none"> • Set out a clear statement of the respective roles and responsibilities of the executive and the executive's members individually and the authority's approach towards putting this into practice 	Council Constitution Minutes of Meetings	
	<ul style="list-style-type: none"> • Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and of senior officers 	Council Constitution Job Evaluation Questionnaires Job Descriptions/Person Specifications	
Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of members and officers are carried out to a high standard	<ul style="list-style-type: none"> • Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required 	Council Constitution Annual Update Report to Council AGM.	
	<ul style="list-style-type: none"> • Make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management 	Council Constitution Scheme of Delegation Job Descriptions/Person Specification Conditions of Employment	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Performance Indicators Regulatory Statutory Framework GMPF Governance Policy Statement	
	<ul style="list-style-type: none"> Develop protocols to ensure that the leader and chief executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained 	Council Constitution Job Descriptions/Person Specifications Member/Officer Protocol Member/Officer Codes of Conduct	
	<ul style="list-style-type: none"> Make 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 for maintaining an effective system of internal financial control 	Accounts and Audit Regulations 2015 Local Government and Housing Act 1989 - Section 151 Responsibilities Section 151 Officer Protocol Council Constitution Financial Regulations Job Description/Person Specification CIPFA Statement on the Role of the Chief Financial Officer Statutory Reports Medium Term Financial Strategy Risk Management and Audit Financial implications on reports Budget Assurance Statements and Service Delivery Plans Assurance Self-Assessment Checklist for the Annual Governance Statement Pay and Conditions of Service	
	<ul style="list-style-type: none"> Make a senior officer (usually the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with 	Monitoring Officer Legislation Local Government and Housing Act 1989 – Section 5 Council Constitution Monitoring Officer Protocol Job Description/Person Specification Annual Development Reviews	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Pay and Conditions of Service Assurance Self-Assessment Checklist for the Annual Governance Statement Weekly bulletins disseminated to SUM's and Senior Managers from the Borough Solicitor	
Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of each other	<ul style="list-style-type: none"> Develop protocols to ensure effective communication between members and officers in their respective roles 	Member/Officer Protocol Member/Officer Codes of Conduct Board Board Business/Development Days Executive Member Briefings Member Training	
	<ul style="list-style-type: none"> Set out terms and conditions for remuneration of members and officers and an effective structure for managing the process, including an effective remuneration panel (if applicable) 	Members Allowances Scheme Independent Remuneration Panel Pay-Scales Contracts of Employment	
	<ul style="list-style-type: none"> Ensure that effective mechanisms exist to monitor service delivery 	People and Places Scorecard Tameside Strategic Neighbourhood Partnership Annual Report of Scrutiny Panels PIP - Partnership Information Portal Joint Strategic Needs Assessment Tameside Integrated Needs Assessment Tameside Insight The Wire, Twitter, Facebook and Instagram Safe and Sound Decision Making Framework and Training Service Delivery Plans Corporate Plan Corporate Equality Scheme	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Budget Monitoring Reports to ET/Board Strategic Planning and Capital Monitoring Panel Service Reviews Quarterly Performance Monitoring Corporate Complaints Procedure External Regulatory Inspections Local Education Partnership Education Attainment Improvement Board GMPF Local Board	
	<ul style="list-style-type: none"> Ensure that the organisations vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other stakeholder, and that they are clearly articulated and disseminated 	GM Combined Authority Corporate Plan Executive Leader's Annual Key Note Address Joint Health and Wellbeing Strategy Local Investment Partnership Tameside Safeguarding Children Board Tameside Adults Safeguarding Partnership Service Delivery Plans Safe and Sound Decision Making Framework and Training Corporate Equality Scheme Town Teams Tameside Prosperous Board Apprenticeships stakeholder group Tameside learning provider network Raising Participation Age network. Tameside Strategic Neighbourhood Partnership Co-Located Partnership Teams People and Places Scorecard Joint Strategic Needs Assessment	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Tameside Integrated Needs Assessment Education Attainment Improvement Board Tameside Health and Wellbeing Board Big Conversation Service based consultation and engagement Twitter, Facebook and Instagram Peer Challenge GMPF Pensioner Forum Local Education Partnership Single Commissioning Board Single Commissioning Strategy	
	<ul style="list-style-type: none"> • When working in partnership. Ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and the authority 	Financial Regulations Tameside Safeguarding Children Board Tameside Adults Safeguarding Partnership Complex Dependency Steering Group Tameside Health and Wellbeing Board Education Attainment Improvement Board Member Training Strategic Partnering Agreement PFI/BSF Project Agreements Tameside Prosperous Board Apprenticeships stakeholder group Tameside learning provider network Raising Participation Age network	Health Integration
	<ul style="list-style-type: none"> • When working in partnership: <ul style="list-style-type: none"> ➤ Ensure that there is clarity about the legal status of the partnership ➤ Ensure that representatives of organisations 	GM Combined Authority Partnership Agreements Financial Regulations Memorandum of Understanding with CCG	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
	both understand and make clear to all partners the extent of their authority to bind their organisation to partner decisions		

PRINCIPLE 3

Promoting the values of the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour

- Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance
- Ensuring that organisational values are put into practice and are effective

Good governance flows from a shared ethos or culture. As well as from systems and structures. It cannot be reduced to a set of rules, or achieved fully by compliance with a set of requirements. This spirit or ethos of good governance can be expressed as values and demonstrated by behaviour.

Good governance builds on the seven principles for the conduct of people in public life that were established by the Committee on Standards in Public Life, known as the Nolan principles. In England the Local Government Act 2000 outlined ten principles of conduct – an additional three to those identified by Nolan – for use in local government bodies. The Nolan seven principles and additional three principles are included in the guidance notes accompanying this Framework.

A hallmark of good governance is the development of shared values, which become part of the organisation’s culture, underpinning policy and behaviour throughout the organisation, from the governing body to all staff. These are in addition to compliance with legal requirements on, for example equal opportunities and anti-discrimination.

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance	<ul style="list-style-type: none"> • Ensure that the authority’s leadership sets a tone for the organisation by creating a climate of openness, support and respect 	Member/Officer Codes of Conduct Leadership Programme STRIVE Leadership Development Programme Coaching Programme Member/Officer Protocol Chief Executive’s Brief Annual Development Reviews/GEAR Team Briefs Safe and Sound Decision Making Framework and Training Corporate Equality Scheme Corporate Delivery Team Sessions Whistleblowing Policy Mayoral Celebrations Tameside Values	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
	<ul style="list-style-type: none"> Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols 	Standards Committee Member/Officers Code of Conduct Anti-Fraud, Bribery and Corruption – Statement of Intent Corporate Complaints Procedure Standards Committee Standards Panel The Wire Chief Executives Brief Corporate Equality Scheme Officer/Member Protocol Employee Code of Conduct Induction Process Contracts of Employment	
	<ul style="list-style-type: none"> 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 	Member/Officer Codes of Conduct Register of Member Interests Financial Regulations Procurement Standing Orders Equal Opportunities Policy Anti-Fraud, Bribery and Corruption Strategy – Statement of Intent GMPF Funding Strategy Statement Whistleblowing Policy Contracts of Employment Employee Declaration Forms	
Ensuring that organisational values are put into practice and are effective	<ul style="list-style-type: none"> Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations, and communicate these with members, staff, the community and partners 	Member/Officer Codes of Conduct Annual Development Reviews/GEAR Leadership Programme STRIVE Leadership Development Programme Chief Executives Brief The Wire, Twitter, Facebook and Instagram Coaching Programme	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Executive Leader's Annual Key Note Address Training Plans Employee Survey Corporate Delivery Team Sessions Customer Service Excellence Tameside Values	
	<ul style="list-style-type: none"> Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice 	Member/Officer Codes of Conduct Standards Panel Standards Committee Scrutiny Internal Audit Local Investigation Regulations Employee Code of Conduct Service Delivery Planning Audit Panel/GMPF Local Board and Working Groups Equalities Summaries Safe and Sound Decision Making Framework and Training Corporate Equality Scheme Equality Impact Assessments	
	<ul style="list-style-type: none"> Develop and maintain an effective standards committee 	Standards Committee Terms of Reference in the Council Constitution	
	<ul style="list-style-type: none"> Use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority 	Council Constitution Member/Officer Protocols Forward Plan Procurement Standing Orders Scheme of Delegation Safe and Sound Decision Making Framework and Protocol Corporate Equality Scheme Board/Cabinet Meetings	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
	<ul style="list-style-type: none"> In pursuing the vision of a partnership, 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 	Key/Executive Decisions People and Places Scorecard Safe and Sound Decision Making Framework and Training Corporate Equality Scheme Local Investment Partnership Performance Management Framework Local Education Partnership Education Attainment Improvement Board Health and Wellbeing Board	

PRINCIPLE 4

Taking informed and transparent decisions which are subject to effective scrutiny and managing risks

- Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny
- Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs
- Ensuring that an effective risk management system is in place
- Using their legal powers to the full benefit of the citizens and communities in their area

Decision making within a good governance framework is complex and challenging. It must further the organisation’s purpose and strategic direction and be robust in the medium and longer terms. To make such decisions, authority members must be well informed.

Members making decisions need the support of appropriate systems, to help to ensure that decisions are implemented and that resources are used legally and efficiently.

Risk management is important to the successful delivery of public services. An effective risk management system identifies and assesses risks, decides on appropriate responses and then provides assurance that the chosen responses are effective.

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny	<ul style="list-style-type: none"> • Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority’s performance overall and that of any organisation for which it is responsible 	Scrutiny Function Scrutiny Annual Reports Scrutiny Panels Scrutiny Work Programmes Reports published on the Website GMPF Local Board Peer Challenge Quarterly monitoring of People and Places Scorecard Performance monitoring through Joint Strategic Needs Assessment process	
	<ul style="list-style-type: none"> • Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based 	Agendas and Minutes available on website – including reports Supporting Reports reviewed by both the Executive Director – Governance and Executive Director – Finance Safe and Sound Decision Making	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
	<ul style="list-style-type: none"> • Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice • Develop and maintain an effective audit committee (or equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee • Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints 	<p>Framework and Training</p> <p>Member/Officer Codes of Conduct Register of Member Interests Council Constitution Employee Declaration Forms</p> <p>Council Constitution Terms of Reference Audit Panel GMPF Local Board</p> <p>Corporate Complaints System Twitter, Facebook and Instagram</p>	
<p>Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs</p>	<ul style="list-style-type: none"> • Ensure that those making decisions whether for the authority or the partnership are provided with information that is fit for purpose – relevant, timely and gives clear explanations of technical issues and their implications • Ensure that proper professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately 	<p>Agenda/Minutes and supporting reports Legal and Financial Implications on all reports are reviewed by both the Executive Directors of Governance and Finance Board/Cabinet papers Safe and Sound Decision Making Framework and Training Corporate Equality Scheme</p> <p>All reports to Panels/Board/Cabinet etc are reviewed by both the Executive Director – Governance and Executive Director – Finance and have legal and financial comments added to them Agenda Timetable Safe and Sound Decision Making Framework and Training</p>	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
Ensuring that an effective risk management system is in place	<ul style="list-style-type: none"> Ensure that risk management is embedded into the culture of the authority, with members and managers at all levels recognising that risk management is part of their job 	Risk Management Policy and Strategy Risk Management Guidance and Risk Register Template Information Governance Framework Strategic/Corporate Risks Internal Audit Reports Risk Management Implications included on all reports to Panels/Board/Cabinet etc Risk Workshops Information Asset Review Workshops Risk Management Training Risk Assessments Risk Training e.g. - Managing and Working Safely courses Mandatory Data Protection E-Learning Module Information Governance Group Business Continuity Plans GMPF Funding Strategy Statement	
	<ul style="list-style-type: none"> Ensure that effective arrangements for whistle blowing are in place to which officers, staff and all those in contracting with or appointed by the authority have access. 	Whistleblowing Policy available on the Internet E-Learning Training Fraud Response Procedure	
Using their legal powers to the full benefit of the citizens and communities in their area	<ul style="list-style-type: none"> Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise their powers to the full benefit of their communities 	Monitoring Officer Council Constitution Trained and Professionally Qualified Officers	
	<ul style="list-style-type: none"> Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities 	Monitoring Officer Review of reports by Executive Director – Governance and Executive Director – Finance	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
	placed on authorities by public law	Trained and Professionally Qualified Officers Council Constitution	
	<ul style="list-style-type: none"> • Observe all specific legislative requirements placed upon them, as well as the requirement of general law, and in particular to integrate the key principles of good administrative law - rationality, legality and natural justice – into their procedures and decision making processes 	Council Constitution Monitoring Officer Trained and Professionally Qualified Officers Weekly legal update from Executive Director – Governance (Borough Solicitor) to SUM's and above Safe and Sound Decision Making Framework and Training Corporate Equality Scheme	

PRINCIPLE 5

Developing the capacity and capability of members and officers to be effective

- Making sure that members and officers have their skills, knowledge, experience and resources they need to perform well in their roles
- Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group
- Encouraging new talent for membership of the authority so that best use can be made of individual's skills and resources in balancing continuity and renewal

Effective local government relies on public confidence in authority members, whether elected or appointed, and in officers. Good governance strengthens credibility and confidence in our public services.

Authorities need people with the right skills to direct and control them effectively. Governance roles and responsibilities are challenging and demanding, and authority members need the right skills for their roles. In addition, governance is strengthened by the participation of people with many different types of knowledge and experience.

Good governance means drawing on the largest possible pool of potential members to recruit people with the necessary skills. Encouraging a wide range of people to stand for election or apply for appointed positions will develop a membership that has a greater range of experience and knowledge. It will also help to increase the social class, life experience, gender and disability. This concept should also be borne in mind when members are appointed to the boards of other public service organisations.

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
<p>Making sure that members and officers have their skills, knowledge, experience and resources they need to perform well in their roles</p>	<ul style="list-style-type: none"> • Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis 	<p>Councillor/Officer Induction Full Member Training Programme Members Training needs assessments Corporate Training programme Annual Development Reviews/GEAR Regular supervision/1-2-1 Members/Staff Portals Cabinet and Scrutiny Support Units Employee Survey Customer Service Excellence Service Delivery Plans Large scale training programmes on National initiatives Mandatory E Learning Modules Leadership Programme STRIVE Leadership Development Programme</p>	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
	<ul style="list-style-type: none"> 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 authority 	Corporate Delivery Team Sessions Continual Professional Development Job Descriptions Person Specifications Annual Development Reviews/GEAR Regular supervision/1-2-1 Team Briefs Scheme of Delegation Staff Portal Continual Professional Development regulations for professionally qualified staff Mandatory E Learning Modules Corporate Delivery Team Sessions Leadership Programme STRIVE Leadership Development Programme	
Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group	<ul style="list-style-type: none"> Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively 	Annual Development Reviews/GEAR GEAR – Skills Questionnaire Training Plans/Programmes Mandatory E Learning Modules Member training needs assessment Member Induction Service Delivery Plans/Risk Registers Employee Survey Member/Officer Development Programme Training for GMPF Panel and Board Members Leadership Programme	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
	<ul style="list-style-type: none"> • 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 the executive as a whole and of individual members and agreeing an action plan which might, for example, aim to address any training or development needs 	STRIVE Leadership Development Programme Coaching Programme Member Training Officer/Staff Training Peer Challenge Supervision/1-2-1 Further Education/Continual Professional Development Tameside Manager Programme Leadership Programme Strive Leadership Development Programme Annual Development Reviews/GEAR Corporate Delivery Team Sessions Member training needs assessment Council Constitution Review meetings held with Executive Members Scrutiny arrangements Peer Challenge Board Business/Development Days ET/SMT Development Days Elections Employee Survey LGC Council of the Year 2016	
Encouraging new talent for membership of the authority so that best use can be made of individual's skills and resources in balancing continuity and renewal	<ul style="list-style-type: none"> • Ensure that effective arrangements are in place designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority 	Town Teams Tameside Prosperous Board Apprenticeships stakeholder group Tameside learning provider network Raising Participation Age network. Youth Council Co-Located Partnership Teams Big Conversation	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		<p>Tameside Engagement Strategy Equal Opportunities Policy Corporate Equality Scheme Awards e.g. Pride of Tameside Awards/Innovation Awards People and Places Scorecard Annual Budget Consultation Twitter, Facebook and Instagram Joint Strategic Needs Assessment Tameside Integrated Needs Assessment Executive Leader’s Annual Key Note Address Scrutiny Newsletter Customer Service Excellence GMPF Pensioner Forums GMPF Member Newsletters Member’s Surgeries PACT – Partners and Communities Together Service specific consultation and engagement – Big Chat, Wellness, BSF, RIQ and Disabilities Conference Regeneration Partnerships</p>	
	<ul style="list-style-type: none"> Ensure that career structures are in place for members and officers to encourage participation and development 	<p>People Strategy Annual Development Reviews/GEAR Member Development Training Plans Leadership Programme STRIVE Leadership Development Programme Coaching Programme Corporate Delivery Team Sessions Employee Survey</p>	

PRINCIPLE 6

<p>Engaging with local people and other stakeholders to ensure robust public accountability</p> <ul style="list-style-type: none"> • Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountable relationships • Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning • Making best use of human resources by taking an active and planned approach to meet responsibility to staff
<p>Local government is accountable in a number of ways. Elected local authority members are democratically accountable to their local area and this gives a clear leadership role in building sustainable communities. All members must account to their communities for the decisions they have taken and the rationale behind those decisions. All authorities are subject to annual review through the external audit of their financial statements. They are required to publish their financial statements and are encouraged to prepare an annual report. Their budgets are effectively subject to significant influence and overview by government, which has powers to intervene. Both members and officers are subject to codes of conduct. Additionally, where maladministration may have occurred, an aggrieved person may appeal either through their local councillor or directly to the ombudsman.</p>

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountable relationships	<ul style="list-style-type: none"> • Make clear to themselves, all staff and the community to whom they are accountable and for what 	Council Constitution Overview (Audit) Panel Scrutiny Panels Partnership Agreements District Assemblies Town Teams GMPF Local Board Tameside Prosperous Board Apprenticeships stakeholder group Tameside learning provider network Raising Participation Age network. Health and Wellbeing Board Annual Scrutiny Report Council Website Elections Executive Leader’s Annual Key Note Address Tameside Citizen	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Co-Located Partnership Teams GMPF Annual Report GMPF Annual General Meeting GMPF Local Board Hattersley Land Board Safe and Sound Decision Making Framework and Training	
	<ul style="list-style-type: none"> Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required 	People and Places Scorecard Tameside Investment Partnership Regeneration Partnerships Health and Wellbeing Board Membership of Regional Bodies e.g. AGMA Children and Young People’s Plan Local Education Partnership Education Attainment Improvement Board	
	<ul style="list-style-type: none"> Produce an annual report on the activity of the scrutiny function 	Scrutiny Annual Report Scrutiny Webpages GMPF Local Board	
Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning	<ul style="list-style-type: none"> Ensure clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements and ensure that they operate effectively 	Tameside Engagement Strategy Big Conversation Tameside Citizen Peer Challenge Twitter, Facebook and Instagram People and Places Scorecard Joint Strategic Needs Assessment Tameside Integrated Needs Assessment Annual Development Reviews/GEAR Employee Survey Customer Service Excellence District Assemblies Town Teams	

APPENDIX 1

Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Tameside Prosperous Board Apprenticeships stakeholder group Tameside learning provider network Raising Participation Age network. Co-Located Partnership Teams Public Health Annual Report Executive Leader's Annual Key Note Address TMBC Website Service Specific Consultation/ Engagement Care Council	
	<ul style="list-style-type: none"> • Hold meetings in public unless there are good reasons for confidentiality 	Council Constitution – Access to Information Procedure Rules	
	<ul style="list-style-type: none"> • Ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that sections of the community have different priorities and establish explicit processes for dealing with these competing demands 	People and Places Scorecard Joint Strategic Needs Assessment Tameside Integrated Needs Assessment Annual Budget Consultation Twitter, Facebook and Instagram Big Conversation Medium Term Financial Strategy Safe and Sound Decision Making Framework and Training Corporate Equality Scheme Procurement Strategic Plan District Assemblies Town Teams Tameside Prosperous Board Apprenticeships stakeholder group Tameside learning provider network Raising Participation Age network. Corporate Plan Tameside Health and Wellbeing Board	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
		Strategic Planning and Capital Monitoring Panel Co-Located Partnership Teams Service Specific Consultation/Engagement Events Executive Leader's Annual Key Note Address GMPF Pensioner Forum GMPF Member Newsletter Local Education Partnership	
	<ul style="list-style-type: none"> Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about including a feedback mechanism for those consultees to demonstrate what has changed as a result 	Consultation and Engagement Strategy Big Conversation Safe and Sound Decision Making Framework and Training Corporate Equality Scheme Tameside Citizen Twitter, Facebook and Instagram Council Website Annual Report Public Health Annual Report Joint Health and Wellbeing Strategy Executive Leader's Annual Key Note Address Social Media (Facebook and Twitter) Scrutiny Reports	
	<ul style="list-style-type: none"> On an annual basis, publish a performance plan giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period 	Corporate Plan Statement of Accounts Annual Report in Tameside Citizen Executive Leader's Annual Key Note Address LGC Council of the Year 2016	
	<ul style="list-style-type: none"> Ensure that the authority as a whole is open 	Council Constitution	

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	<p>and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to those specific circumstances where it is proper and appropriate to do so</p>	<p>Freedom of Information Act Publication Scheme Big Conversation Twitter, Facebook and Instagram Transparency Payments Monitoring Officer Protocol Whistleblowing Policy GMPF Statement of Communications Policy Gifts and Hospitality Policy Corporate Plan District Assemblies Council Website Corporate Equality Scheme Corporate Complaints Procedure Annual Budget Consultation GMPF Forums/Newsletters</p>	

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Supporting Principles	The local code should reflect the requirement for local authorities to:	Compliance Evidenced By:- Source Documents /Processes	Additional Work to achieve full compliance.
<p>Making best use of human resources by taking an active and planned approach to meet responsibility to staff</p>	<ul style="list-style-type: none"> • Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making 	<p>Minutes of Meetings Team Briefings Member/Officer Protocols Scheme of Delegation Safe and Sound Decision Making Framework and Training Staff Portal Council Constitution Corporate Delivery Team Sessions Annual Development Reviews/GEAR Employee Survey The Wire, Twitter, Facebook and Instagram Trade Union Protocols Employer/Employee Consultation Group Service Delivery Planning Chief Executives Brief</p>	