

**DRAFT REVIEW AGAINST THE**  
**CODE OF CORPORATE**  
**GOVERNANCE**  
**2018-19**

## Introduction

The main principle underpinning the development of the new Delivering Good Governance in Local Government: Framework (CIPFA/Solace, 2016) ('the Framework') continues to be that local government is developing and shaping its own approach to governance, taking account of the environment in which it now operates. The framework is intended to assist authorities individually in reviewing and accounting for their own unique approach. The overall aim is to ensure that resources are directed in accordance with agreed policy and according to priorities, that there is sound and inclusive decision making and that there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.

The Framework positions the attainment of sustainable economic, societal, and environmental outcomes as a key focus of governance processes and structures. Outcomes give the role of local government its meaning and importance, and it is fitting that they have this central role in the sector's governance. Furthermore, the focus on sustainability and the links between governance and public financial management are crucial – local authorities must recognise the need to focus on the long term. Local authorities have responsibilities to more than their current electors as they must take account of the impact of current decisions and actions on future generations.

The Framework defines the principles that should underpin the governance of each local government organisation. It provides a structure to help Individual authorities with their approach to governance. Whatever form of arrangements are in place, authorities should therefore test their governance structures and partnerships against the principles contained in the Framework by:

- reviewing existing governance arrangements
- developing and maintaining an up-to-date local code of governance, including arrangements for ensuring ongoing effectiveness
- reporting publicly on compliance with their own code on an annual basis and on how they have monitored the effectiveness of their governance arrangements in the year and on planned changes.

The term 'local code' essentially refers to the governance structure in place as there is an expectation that a formally set out local structure should exist, although in practice it may consist of a number of local codes or documents.

To achieve good governance, each local authority should be able to demonstrate that its governance structures comply with the core and sub-principles contained in this Framework. It should therefore develop and maintain a local code of governance/governance arrangements reflecting the principles set out.

It is also crucial that the Framework is applied in a way that demonstrates the spirit and ethos of good governance which cannot be achieved by rules and procedures alone. Shared values that are integrated into the culture of an organisation, and are reflected in behaviour and policy, are hallmarks of good governance.

**Principles of Good Governance**

**Principle A - Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.**

Local government organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, they can demonstrate the appropriateness of all their actions and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

Supporting Principles	Behaviours and Actions that Demonstrate Good Governance in Practice	Key Evidence to Support Compliance	Additional Work Identified
<b>Behaving with integrity</b>	Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation.	<ul style="list-style-type: none"> <li>• Member Code of Conduct</li> <li>• Officer Code of Conduct/Conduct Rules</li> <li>• Standards Committee</li> <li>• Induction</li> <li>• Annual Development Reviews</li> <li>• Chief Executives Brief</li> <li>• The Wire</li> </ul>	
	Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles).	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Executive Leader’s Annual Key Note Address</li> <li>• Constitution</li> <li>• Member Code of Conduct</li> </ul>	
	Leading by example and using these standard operating principles or values as a framework for decision making and other actions.	<ul style="list-style-type: none"> <li>• Council Constitution – Article 17 Decision Making</li> <li>• Declaration of Interests at meetings</li> <li>• Standards Committee</li> </ul>	

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	Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively.	<ul style="list-style-type: none"> <li>• Whistleblowing Policy</li> <li>• Anti-Fraud, Bribery and Corruption Strategy - Statement of Intent</li> <li>• Register of Gifts and Hospitality</li> <li>• Register of Interests</li> <li>• Complaints Policy</li> <li>• Codes of Conduct</li> <li>• Agendas/Minutes for Meetings</li> </ul>	
<b>Demonstrating strong commitment to ethical values</b>	Seeking to establish, monitor and maintain the organisation's ethical standards and performance.	<ul style="list-style-type: none"> <li>• Scrutiny function</li> <li>• Standards Committee</li> <li>• Constitution - Decision Making</li> </ul>	
	Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation.	<ul style="list-style-type: none"> <li>• Chief Executive's Brief</li> <li>• The Wire</li> <li>• Team Briefings</li> <li>• Management Training – Strive Programme</li> <li>• Workforce Development Plan</li> </ul>	
	Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values.	<ul style="list-style-type: none"> <li>• Annual Development Review Process</li> <li>• Standards Committee</li> <li>• Recruitment Policies</li> <li>• Constitution</li> </ul>	
	Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high ethical standards expected by the organisation.	<ul style="list-style-type: none"> <li>• Requirements built into contracts and agreements.</li> </ul>	
<b>Respecting the rule of law</b>	Ensuring members and staff demonstrate a strong commitment to the	<ul style="list-style-type: none"> <li>• Constitution</li> <li>• Statutory Guidance</li> </ul>	

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	rule of the law as well as adhering to relevant laws and regulations.	<ul style="list-style-type: none"> <li>• Qualified Officers in post</li> <li>• Circulation of Legal Updates</li> <li>• Legal implications included on all reports presented to Panels/Committees and Full Council</li> </ul>	
	Creating the conditions to ensure that the statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements.	<ul style="list-style-type: none"> <li>• Statutory Officer roles</li> <li>• Job Descriptions/Person Specifications</li> <li>• Scheme of Delegation</li> <li>• Compliance with CIPFA's Statement on the Role of the Chief Financial Officer in Local Government (CIPFA, 2016)</li> </ul>	
	Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders.	<ul style="list-style-type: none"> <li>• Legal Implications are provided on all reports presented to Panels/Committees and Full Council.</li> </ul>	
	Dealing with breaches of legal and regulatory provisions effectively.	<ul style="list-style-type: none"> <li>• Monitoring Officer provisions</li> <li>• Legal Implications provided</li> <li>• Statutory provisions</li> <li>• External/Internal Audit and Statutory Inspections</li> </ul>	
	Ensuring corruption and misuse of power are dealt with effectively.	<ul style="list-style-type: none"> <li>• Anti-Fraud, Bribery and Corruption policies and procedures</li> <li>• Internal Audit Assurance</li> </ul>	

**Principle B - Ensuring openness and comprehensive stakeholder engagement.**

Local government is run for the public good; organisations therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders.

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<b>Openness</b>	Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness.	<ul style="list-style-type: none"> <li>• Council Website</li> <li>• Corporate Plan</li> <li>• Data Protection Webpage</li> <li>• Freedom of Information Act</li> <li>• Transparency Pages</li> <li>• Engagement Strategy</li> </ul>	
	Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided.	<ul style="list-style-type: none"> <li>• Constitution – Article 17 Decision Making</li> <li>• Agendas/Minutes for Meetings are published on the Council's Website</li> <li>• Full Council Meetings are streamed on Social Media.</li> </ul>	
	Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear.	<ul style="list-style-type: none"> <li>• Constitution – Article 17 Decision Making</li> <li>• Report Templates</li> <li>• Legal/Financial Implications provided on all reports provided to decision makers</li> <li>• Meeting date for Full Council, Panels and committees published on website</li> <li>• Constitution - Access To Information Procedure Rules</li> <li>• Agenda deadlines provided and adhered to</li> <li>• Safe and Sound Decision Making guidance</li> </ul>	

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	Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/courses of action.	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Consultation – Big Conversation</li> <li>• Partnership Engagement Network</li> <li>• Neighbourhood Forums</li> <li>• Safe and Sound Decision Making guidance</li> <li>• Engagement Strategy</li> <li>• Budget Consultation</li> </ul>	
<b>Engaging comprehensively with institutional stakeholders</b>	Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably.	<ul style="list-style-type: none"> <li>• Service Area Plans</li> <li>• Corporate Plan</li> <li>• Partnership Engagement Network</li> <li>• Safe and Sound Decision Making guidance</li> <li>• Engagement Strategy</li> </ul>	
	Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively	<ul style="list-style-type: none"> <li>• Specific Partnership Agreements</li> <li>• Budget Report</li> <li>• Partnership Engagement Network</li> <li>• Life in Tameside and Glossop</li> </ul>	
	Ensuring that partnerships are based on: <ul style="list-style-type: none"> <li>• Trust</li> <li>• a shared commitment to change</li> <li>• a culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit.</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership Agreements</li> </ul>	

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<b>Engaging with individual citizens and service users Effectively.</b>	Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes.	<ul style="list-style-type: none"> <li>• Consultation – Big Conversation</li> <li>• Town Councils</li> <li>• Specific Partnership Agreements</li> <li>• Partnership Engagement Network</li> <li>• Engagement Strategy</li> <li>• Budget Consultation</li> </ul>	
	Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement.	<ul style="list-style-type: none"> <li>• Communications strategy</li> <li>• Engagement Strategy</li> </ul>	
	Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs.	<ul style="list-style-type: none"> <li>• Communications Strategy</li> <li>• Life in Tameside and Glossop (Joint Strategic Needs Assessment)</li> <li>• Partnership Engagement Network</li> <li>•</li> </ul>	
	Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account.	<ul style="list-style-type: none"> <li>• Communication Strategy</li> <li>• Complaints Procedure</li> <li>• Citizen Magazine</li> <li>• Engagement Strategy</li> <li>• Strategic Neighbourhood Forums</li> </ul>	
	Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity	<ul style="list-style-type: none"> <li>• Consultation</li> <li>• AGMA Meetings</li> <li>• Council/Health Meetings</li> <li>• Strategic Neighbourhood Forums</li> </ul>	



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	Taking account of the interests of future generations of tax payers and service users.	<ul style="list-style-type: none"><li>• Corporate Plan</li><li>• Service Plans</li><li>• Life in Tameside and Glossop (Joint Strategic Needs Assessment)</li><li>• Budget Consultation</li></ul>	

**Principle C - Defining outcomes in terms of sustainable economic, social, and environmental benefits.**

The long-term nature and impact of many of local government’s responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the authority’s purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.

Supporting Principles	Behaviours and Actions that Demonstrate Good Governance in Practice	Evidence to Support Compliance	Additional Work Identified
<b>Defining outcomes</b>	Having a clear vision which is an agreed formal statement of the organisation’s purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation’s overall strategy, planning and other decisions.	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Executive Leader’s Annual Key Note Address</li> <li>• Green Summit</li> <li>• Neighbourhood Summit</li> </ul>	
	Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer.	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Community Engagement</li> <li>• Service Plans</li> <li>• Strategic Neighbourhood Forums</li> </ul>	
	Delivering defined outcomes on a sustainable basis within the resources that will be available.	<ul style="list-style-type: none"> <li>• Medium Tern Financial Plan</li> <li>• Annual Budget Report</li> <li>• Monitoring Reports</li> </ul>	
	Identifying and managing risks to the achievement of outcomes.	<ul style="list-style-type: none"> <li>• Risk Management Policy and Strategy</li> <li>• Performance Reports</li> <li>• Risk Management Comments on all reports to decision makers</li> </ul>	
	Managing service users expectations effectively with regard to determining	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Service Plans</li> </ul>	

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	priorities and making the best use of the resources available.	<ul style="list-style-type: none"> <li>Executive Leaders Key Note Address</li> <li>Performance Indicators</li> <li>Budget Consultation</li> </ul>	
<b>Sustainable economic, social and environmental benefits</b>	Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision.	<ul style="list-style-type: none"> <li>Legal/Financial Implications on all reports provided to decision makers</li> <li>Service Plans</li> <li>Medium Term Financial Plan</li> <li>Budget Report</li> <li>Social Value in Commissioning</li> </ul>	
	Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints.	<ul style="list-style-type: none"> <li>Joint working</li> <li>Medium Term Financial Plan</li> <li>Consultation</li> <li>Decision Making reports/minutes are published on Website</li> <li>Forward Plan</li> <li>Legal/Financial/Risk Management Implications on all reports provided to decision makers</li> </ul>	
	Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs.	<ul style="list-style-type: none"> <li>Consultation</li> <li>Constitution Article 17 - Decision Making</li> </ul>	
	Ensuring fair access to services.	<ul style="list-style-type: none"> <li>Corporate Equality Scheme</li> <li>Equality Impact Assessments</li> </ul>	

**Principle D - Determining the interventions necessary to optimise the achievement of the intended outcomes.**

Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed continually to ensure that achievement of outcomes is optimised.

Supporting Principles	Behaviours and Actions that Demonstrate Good Governance in Practice	Evidence to Support Compliance	Additional Work Identified
<b>Determining interventions</b>	Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved, however, services are provided.	<ul style="list-style-type: none"> <li>• Constitution Article 17 – Decision Making</li> <li>• Forward Plan</li> <li>• All reports to decision makers have legal/financial and risk management comments</li> <li>• External Audit – Value for Money Conclusion</li> <li>• Safe and Sound Decision Making Guidance</li> </ul>	
	Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts.	<ul style="list-style-type: none"> <li>• Consultation Feedback</li> <li>• Medium Term Financial Plan</li> <li>• Complaints/Service Requests</li> <li>• Revenue/Capital Monitoring</li> <li>• Budget Consultation</li> </ul>	
<b>Planning interventions</b>	Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets.	<ul style="list-style-type: none"> <li>• Meeting dates published</li> <li>• Forward Plan</li> <li>• Service planning process</li> </ul>	
	Engaging with internal and external	<ul style="list-style-type: none"> <li>• Communication Strategy</li> </ul>	

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	stakeholders in determining how services and other courses of action should be planned and delivered.	<ul style="list-style-type: none"> <li>• Partnership Engagement Network</li> <li>• Mental Health Collaboration</li> </ul>	
	Considering and monitoring risks facing each partner when working collaboratively including shared risks.	<ul style="list-style-type: none"> <li>• Specific Partnership Agreements</li> <li>• Risk Registers</li> </ul>	
	Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances.	<ul style="list-style-type: none"> <li>• Service Planning</li> </ul>	
	Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured.	<ul style="list-style-type: none"> <li>• Service Planning</li> <li>• Performance Indicators</li> <li>• Annual Report</li> </ul>	
	Ensuring capacity exists to generate the information required to review service quality regularly.	<ul style="list-style-type: none"> <li>• Performance indicators are reported, benchmarking is undertaken and corrective action taken where necessary</li> </ul>	
	Preparing budgets in accordance with organisational objectives, strategies and the medium term financial plan.	<ul style="list-style-type: none"> <li>• Budget Consultation</li> <li>• Corporate Plan</li> <li>• Medium Term Financial Plan</li> <li>• Budget Report</li> <li>• Executive Member Consultation</li> <li>• Star Chambers</li> </ul>	
	Informing medium and long term resource planning by drawing up realistic estimates of revenue and	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Medium Term Financial Plan</li> <li>• Budget Report</li> </ul>	

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	capital expenditure aimed at developing a sustainable funding strategy.	<ul style="list-style-type: none"> <li>Star Chambers</li> </ul>	
<b>Optimising achievement of intended outcomes</b>	Ensuring the Medium Term Financial Plan integrates and balances service priorities, affordability and other resource constraints.	<ul style="list-style-type: none"> <li>Annual Budget Report</li> <li>External Auditor Letter/Report</li> <li>Star Chambers</li> </ul>	
	Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term.	<ul style="list-style-type: none"> <li>Budget Guidance</li> <li>Officer/Executive Member Consultation</li> <li>Star Chambers</li> </ul>	
	Ensuring the Medium Term Financial Plan sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage.	<ul style="list-style-type: none"> <li>Revenue/Capital Monitoring</li> <li>Review of Medium Term Financial Plan</li> </ul>	
	Ensuring the achievement of 'social value' through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is "the additional benefit to the community...over and above the direct purchasing of goods, services and outcomes".	<ul style="list-style-type: none"> <li>Budget Report</li> <li>Statement of Accounts</li> <li>Advice and Guidance from STAR Procurement</li> </ul>	

**Principle E - Developing the entity’s capacity, including the capability of its leadership and the individuals within it.**

Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mindset, to operate efficiently and effectively and achieve their intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an authority operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of the leadership of individual staff members. Leadership in local government entities is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.

Supporting Principles	Behaviours and Actions that Demonstrate Good Governance in Practice	Evidence to Support Compliance	Additional Work Identified
<b>Developing the entity’s capacity</b>	Reviewing operations, performance use of assets on a regular basis to ensure their continuing effectiveness.	<ul style="list-style-type: none"> <li>• Revenue/Capital Monitoring</li> <li>• Service Reviews</li> <li>• Performance Reports</li> </ul>	
	Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority’s resources are allocated so that outcomes are achieved effectively and efficiently.	<ul style="list-style-type: none"> <li>• Benchmarking undertaken where applicable.</li> </ul>	
	Recognising the benefits of partnerships and collaborative working where added value can be achieved.	<ul style="list-style-type: none"> <li>• Health and Social Care Partnership Board</li> <li>• Strategic Commissioning Board</li> <li>• Mental Health Collaboration</li> <li>• Maternity Voices Partnership</li> <li>• Adults and Children’s Safeguarding Boards</li> </ul>	
	Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources.	<ul style="list-style-type: none"> <li>• Workforce Plan</li> <li>• Service Plans</li> <li>• Strive Leadership Programme</li> </ul>	

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		<ul style="list-style-type: none"> <li>• Strive aspiring Leaders Programme</li> </ul>	
<b>Developing the capability of the entity's leadership and other individuals</b>	Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained.	<ul style="list-style-type: none"> <li>• Job Descriptions</li> <li>• Member Portfolios</li> <li>• Constitution Article 16 - Officers</li> <li>• Constitution - Appointment of Statutory and Proper Officers</li> </ul>	
	Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body.	<ul style="list-style-type: none"> <li>• Constitution – Article 17 Decision Making</li> <li>• Constitution - Terms of Reference and Scheme of Delegation</li> <li>• Financial Regulations</li> <li>• Procurement Standing Orders</li> </ul>	
	Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads the authority in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority.	<ul style="list-style-type: none"> <li>• Member Portfolios</li> <li>• Constitution Article 16 - Officers</li> <li>• Constitution - Appointment of Statutory and Proper Officers</li> </ul>	
	Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic,	<ul style="list-style-type: none"> <li>• Annual Development Reviews</li> <li>• Member Development</li> <li>• Strive Leadership and Aspiring Leaders Programmes</li> <li>• Induction programme for Staff</li> <li>• Induction programme for Members</li> </ul>	



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	<p>political and environmental changes and risks by:</p> <ul style="list-style-type: none"> <li>• ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged.</li> <li>• ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis.</li> <li>• ensuring personal, organisational and system wide development through shared learning, including lessons learnt from governance weaknesses both internal and external.</li> </ul>	<ul style="list-style-type: none"> <li>• Member/Senior Officer Development Days</li> <li>• Scrutiny Panels</li> </ul>	
	<p>Ensuring that there are structures in place to encourage public participation.</p>	<ul style="list-style-type: none"> <li>• Strategic Neighbourhood Forums</li> <li>• The Big Conversation</li> <li>• Citizen Magazine</li> <li>• Partnership Engagement Network</li> </ul>	
	<p>Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review</p>	<ul style="list-style-type: none"> <li>• Annual Development Reviews</li> <li>• Supervision Meetings</li> <li>• Executive Member Annual Reports</li> </ul>	

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	and inspections.		
	Holding staff to account through regular performance reviews which take account of training or development needs.	<ul style="list-style-type: none"> <li>• Annual Development Reviews</li> <li>• Supervision Meetings</li> <li>• Strive Leadership and Aspiring Leaders Programmes</li> </ul>	
	Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.	<ul style="list-style-type: none"> <li>• Health and Wellbeing pages on Staff Portal</li> <li>• Chief Executive's Brief</li> <li>• The Wire</li> <li>• Strive Leadership and Aspiring Leaders Programmes</li> </ul>	

**Principle F - Managing risks and performance through robust internal control and strong public financial management.**

Local government needs to ensure that the organisations and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision making activities. A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability. It is also essential that a culture and structure for scrutiny is in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.

Supporting Principles	Behaviours and Actions that Demonstrate Good Governance in Practice	Evidence to Support Compliance	Additional work Identified
<b>Managing risk</b>	Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making.	<ul style="list-style-type: none"> <li>• Risk Management Policy and Strategy</li> <li>• All reports to Council, Panels and Committees have to include risk management comments.</li> </ul>	
	Implementing robust and integrated risk management arrangements and ensuring that they are working effectively.	<ul style="list-style-type: none"> <li>• Risk Management Policy and Strategy reviewed annually.</li> </ul>	
	Ensuring that responsibilities for managing individual risks are clearly allocated	<ul style="list-style-type: none"> <li>• Risk Management Policy and Strategy</li> </ul>	
<b>Managing performance</b>	Monitoring service delivery effectively including planning, specification, execution and independent post implementation review.	<ul style="list-style-type: none"> <li>• Service Plans</li> <li>• Performance indicators</li> <li>• Budget Monitoring</li> <li>• Benchmarking</li> </ul>	
	Making decisions based on relevant,	<ul style="list-style-type: none"> <li>• Publication of agendas and minutes of</li> </ul>	

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Supporting Principles	Behaviours and Actions that Demonstrate Good Governance in Practice	Evidence to Support Compliance	Additional work Identified
	clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook	meetings <ul style="list-style-type: none"> <li>• All reports to Council, Panels and Committees have to include legal, financial and risk management comments.</li> <li>• Agenda Preparation Timetables in place.</li> </ul>	
	Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible (OR, for a committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making.	<ul style="list-style-type: none"> <li>• Scrutiny Function</li> <li>• Agendas and minutes of Scrutiny Panels</li> <li>• Scrutiny Panel Terms of Reference</li> <li>• Forward Plan</li> <li>• Scrutiny Annual Report</li> <li>• Constitution – Article 17 Decision Making</li> </ul>	
	Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement.	<ul style="list-style-type: none"> <li>• Agenda Preparation Timetable</li> <li>• Constitution - Access To Information Procedure Rules</li> </ul>	
	Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements).	<ul style="list-style-type: none"> <li>• Financial Regulations</li> <li>• Procurement Standing Orders</li> <li>• Revenue/Capital Monitoring</li> <li>• Strategic Planning and Capital Monitoring Panel</li> </ul>	

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Supporting Principles	Behaviours and Actions that Demonstrate Good Governance in Practice	Evidence to Support Compliance	Additional work Identified
<b>Robust internal control</b>	Aligning the risk management strategy and policies on internal control with achieving the objectives.	<ul style="list-style-type: none"> <li>• Risk Management Policy and Strategy</li> <li>• Audit Plan</li> <li>• Audit Reports</li> </ul>	
	Evaluating and monitoring the authority's risk management and internal control on a regular basis.	<ul style="list-style-type: none"> <li>• Audit Plan</li> <li>• Risk Management Policy and Strategy reviewed annually</li> <li>• Progress Reports presented to the Audit Panel</li> <li>• Annual Report from Head of Risk Management and Audit Services</li> </ul>	
	Ensuring effective counter fraud and anti-corruption arrangements are in place.	<ul style="list-style-type: none"> <li>• Fraud function compliant with the Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA 2014)</li> </ul>	
	Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor.	<ul style="list-style-type: none"> <li>• Annual Governance Statement</li> <li>• Public Sector Internal Audit Standards</li> <li>• Progress Reports presented to the Audit Panel</li> <li>• Annual Report from Head of Risk Management and Audit Services</li> </ul>	
	Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body: <ul style="list-style-type: none"> <li>• provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment</li> <li>• that its recommendations are listened to and acted upon.</li> </ul>	<ul style="list-style-type: none"> <li>• Audit Panel Terms of Reference</li> <li>• Agendas and Minutes published</li> </ul>	

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Supporting Principles	Behaviours and Actions that Demonstrate Good Governance in Practice	Evidence to Support Compliance	Additional work Identified
<b>Managing data</b>	Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data.	<ul style="list-style-type: none"> <li>• Information Governance Framework</li> <li>• Information Governance Group</li> <li>• Data Protection Webpage</li> </ul>	
	Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies.	<ul style="list-style-type: none"> <li>• Information Governance Framework</li> <li>• Data Protection Impact Assessments</li> <li>• Data Sharing Protocol</li> <li>• Advice from Legal and Risk Management provided</li> <li>• Project Groups established</li> </ul>	
	Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring.	<ul style="list-style-type: none"> <li>• Internal Audit Plan</li> </ul>	
<b>Strong public financial management</b>	Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance.	<ul style="list-style-type: none"> <li>• Medium Term Financial Plan</li> <li>• Budget Report</li> <li>• Star Chambers</li> <li>• Revenue/Capital Monitoring</li> <li>• All reports presented to Council, Panels and Committees require Financial Comments</li> </ul>	
	Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls.	<ul style="list-style-type: none"> <li>• Qualified Managers in post.</li> <li>• Budget Report</li> <li>• Financial Business Partners work with Directorates</li> <li>• Revenue/Capital Monitoring</li> <li>• Internal Audit Reports</li> <li>• External Audit Letter/Report</li> </ul>	

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Supporting Principles	Behaviours and Actions that Demonstrate Good Governance in Practice	Evidence to Support Compliance	Additional work Identified
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**Principle G - Implementing good practices in transparency, reporting, and audit to deliver effective accountability.**

Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.

Supporting Principles	Behaviours and Actions that Demonstrate Good Governance in Practice	Evidence to Support Compliance	Additional Work Identified
<b>Implementing good practice in transparency</b>	Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate.	<ul style="list-style-type: none"> <li>• Council Website</li> <li>• Transparency Pages</li> <li>• Annual Reports</li> </ul>	
	Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand.	<ul style="list-style-type: none"> <li>• Statement of Accounts</li> <li>• Annual Report</li> <li>• Transparency Pages</li> </ul>	
<b>Implementing good practices in reporting</b>	Reporting at least annually on performance, value for money and the stewardship of its resources.	<ul style="list-style-type: none"> <li>• External Audit Letter/Report</li> <li>• Statement of Accounts</li> <li>• Annual Report</li> </ul>	
	Ensuring members and senior management own the results.	<ul style="list-style-type: none"> <li>• Minutes of Meetings</li> <li>• Job Descriptions</li> <li>• Member Portfolios</li> </ul>	

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Supporting Principles	Behaviours and Actions that Demonstrate Good Governance in Practice	Evidence to Support Compliance	Additional Work Identified
	Ensuring robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including an evidence to demonstrate good governance (annual governance statement).	<ul style="list-style-type: none"> <li>• Annual Governance Statement</li> </ul>	
	Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate.	<ul style="list-style-type: none"> <li>• Annual Governance Statement</li> </ul>	
	Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations.	<ul style="list-style-type: none"> <li>• Statement of Accounts</li> <li>• External Audit Letter/Report</li> <li>• Deadlines in place</li> <li>• Qualified officers in post</li> </ul>	
<b>Assurance and effective accountability</b>	Ensuring that recommendations for corrective action made by external audit are acted upon.	<ul style="list-style-type: none"> <li>• Minutes from Executive Cabinet/Audit Panel Meeting</li> <li>• Internal Audit Plan</li> </ul>	
	Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon.	<ul style="list-style-type: none"> <li>• Internal Audit - Post Audit Reviews</li> <li>• Progress Reports presented to the Audit Panel</li> <li>• Annual Report from Head of Risk Management and Audit presented to Audit Panel</li> </ul>	
	Welcoming peer challenge, reviews and inspections from regulatory bodies and	<ul style="list-style-type: none"> <li>• Action plans are formulated to ensure recommendations are implemented, e.g.</li> </ul>	



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Supporting Principles	Behaviours and Actions that Demonstrate Good Governance in Practice	Evidence to Support Compliance	Additional Work Identified
	implementing recommendations.	Ofsted Inspection of Childrens Services.	
	Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement.	<ul style="list-style-type: none"> <li>• Annual Governance Statement</li> </ul>	
	Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met.	<ul style="list-style-type: none"> <li>• Specific Partnership Agreements</li> <li>• Partnership Boards</li> <li>• Mental Health Collaboration</li> <li>• Maternity Voices Partnership</li> </ul>	