

# Thanet District Council

## Local Code of Corporate Governance

Version 7  
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Thanet District Council would like to acknowledge CIPFA / SOLACE in providing the 'Delivering Good Governance in Local Government' framework and guidance documents

## 1. Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area

<b>Supporting Principle:</b> exercise strategic leadership by developing and clearly communicating the authority's purpose, vision and its intended outcome for citizens and service users.	
<b>The council is required to:</b>	<b>We will do this through the following:</b>
<ul style="list-style-type: none"> <li>• develop and promote the authority's purpose and vision</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual performance report</li> <li>▪ Corporate Plan</li> <li>▪ East Kent Chief Executives</li> <li>▪ Individual service collaboration agreements and supporting SLA's for all East Kent Shared Services</li> <li>▪ Information Exchange</li> <li>▪ Local area or performance agreements</li> <li>▪ Local Code of Corporate Governance</li> <li>▪ Medium Term Financial Plan</li> <li>▪ Partnership Framework</li> <li>▪ Service plans</li> <li>▪ State of the District report</li> <li>▪ Statement of Accounts</li> <li>▪ Sustainable Community Strategy</li> <li>▪ Thanet Community Safety Plan</li> <li>▪ Core values and behaviours</li> <li>▪ Thanet Vision 2030</li> <li>▪ 'Your Services – Your Council Tax' publication</li> </ul>
<ul style="list-style-type: none"> <li>• review on a regular basis the authority's vision for the local area and its implications for the authority's governance arrangements</li> </ul>	
<ul style="list-style-type: none"> <li>• ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners</li> </ul>	
<ul style="list-style-type: none"> <li>• publish annual accounts on a timely basis to communicate the authority's activities and achievements, its financial position and performance</li> </ul>	
<b>Supporting principle:</b> ensure that users receive a high quality of service whether directly, or in partnership or by commissioning	
<b>The council is required to:</b>	<b>We will do this through the following:</b>
<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual performance report</li> <li>▪ Appraisal process</li> <li>▪ Customer feedback system</li> <li>▪ i-Net</li> <li>▪ Monthly performance monitoring</li> <li>▪ Performance Board</li> <li>▪ Performance Management Framework</li> <li>▪ Senior Management Team</li> <li>▪ Service plans</li> </ul>
<ul style="list-style-type: none"> <li>• put in place effective arrangements to identify and deal with failure in service delivery</li> </ul>	
<b>Supporting principle:</b> ensure that the authority makes best use of resources and that tax payers and service users receive excellent value for money	
<b>The council is required to:</b>	<b>We will do this through the following:</b>
<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual Audit Letter (External Audit)</li> <li>▪ Audit reports</li> <li>▪ Capital Investment Strategy</li> <li>▪ Corporate report consultation process</li> <li>▪ External Funding Protocol Capital bids and programme</li> <li>▪ Financial Procedure Rules</li> <li>▪ i-Net</li> <li>▪ Medium Term Financial Plan</li> <li>▪ Performance reporting</li> <li>▪ Service Review programme</li> <li>▪ Treasury Management Strategy</li> </ul>
<ul style="list-style-type: none"> <li>• ensure that timely, accurate and impartial financial advice and information is provided to assist in decision making and to ensure that the authority meets its policy and service objectives and provides effective stewardship of public money and value for money in its use</li> </ul>	

<ul style="list-style-type: none"> <li>ensure that the authority maintains a prudential financial framework; keeps its commitments in balance with available resources; monitors income and expenditure levels to ensure that this balance is maintained and takes corrective action when necessary</li> </ul>	<ul style="list-style-type: none"> <li>Value for Money (Efficiency) Strategy</li> <li>Value for Money audits</li> </ul>
<ul style="list-style-type: none"> <li>ensure compliance with CIPFA's Code on a Prudential Framework for Local Authority Capital Finance and CIPFA's Treasury Management Code</li> </ul>	

## 2. Members and officers working together to achieve a common purpose with clearly defined functions and roles

<p><b>Supporting principle:</b> ensure the effective leadership throughout the authority and being clear about Executive and Non-Executive functions and of the roles and responsibilities of the Scrutiny function</p>	
<p><b>The council is required to:</b></p>	<p><b>We will do this through the following:</b></p>
<ul style="list-style-type: none"> <li>set out a clear statement of the respective roles and responsibilities of the Executive and of the Executive's Members individually and the authority's approach towards putting this into practice</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive / Chief Financial Officer chairs Senior Management Team meetings</li> <li>Chief Executive / Chief Financial Officer job description</li> <li>Committee terms of reference</li> </ul>
<ul style="list-style-type: none"> <li>set out a clear statement of the respective roles and responsibilities of other authority members, members generally, senior officers and of the leadership team and its members individually</li> </ul>	<ul style="list-style-type: none"> <li>Constitution</li> <li>Job descriptions / specifications</li> <li>Publication of Senior Management Team pay and member allowances</li> </ul>
<ul style="list-style-type: none"> <li>ensure that the CFO reports directly to the chief executive and is a member of the leadership team with a status at least equivalent to other members. If different organisational arrangements are adopted, explain the reasons publicly, together with how these deliver the same impact</li> </ul>	<ul style="list-style-type: none"> <li>Record of decision making and supporting materials</li> <li>SMT Structure</li> </ul>
<p><b>Supporting principle:</b> ensure 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</p>	
<p><b>The council is required to:</b></p>	<p><b>We will do this through the following:</b></p>
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Annual review of the effectiveness of the council's internal audit arrangements report</li> <li>Budget monitoring process</li> <li>Chief Executive / Chief Financial Officer chairs Senior Management Team meetings</li> <li>Codes of Conduct</li> <li>Constitution</li> </ul>
<ul style="list-style-type: none"> <li>make a Chief Executive or equivalent responsible and accountable to the authority for all aspects of operational management</li> </ul>	<ul style="list-style-type: none"> <li>Contract with East Kent Audit Partnership</li> <li>Core values and behaviours</li> <li>Corporate Structure</li> </ul>
<ul style="list-style-type: none"> <li>ensure that the authority's governance arrangements allow the CFO direct access to the CEO and to other leadership team members</li> </ul>	<ul style="list-style-type: none"> <li>Financial Procedure Rules</li> <li>Financial Risk Assessment</li> <li>Gifts and hospitality register</li> <li>Internal Audit Plan</li> </ul>

<ul style="list-style-type: none"> <li>▪ develop protocols to ensure that the Leader and Chief Executive negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained</li> </ul>	<ul style="list-style-type: none"> <li>▪ Internal Audits of financial systems</li> <li>▪ Job descriptions / specifications</li> <li>▪ Local Code of Corporate Governance</li> <li>▪ Member / officer protocol</li> <li>▪ Monitoring Officer provision</li> </ul>
<ul style="list-style-type: none"> <li>▪ make a senior officer (the Section 151 Officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control</li> </ul>	<ul style="list-style-type: none"> <li>▪ Officer Employment Procedure Rules</li> <li>▪ Performance management system</li> <li>▪ Performance reporting</li> <li>▪ Register of Interests</li> <li>▪ Reports to members / officers on financial matters</li> </ul>
<ul style="list-style-type: none"> <li>▪ appoint a professionally qualified CFO whose core responsibilities include those set out in the Statement on the Role of the CFO in Local Government and ensure that they are properly understood throughout the authority</li> </ul>	<ul style="list-style-type: none"> <li>▪ Scheme of Delegation</li> <li>▪ Section 151 provision</li> <li>▪ SMT/Cabinet</li> <li>▪ Standing Orders</li> <li>▪ Statutory reports</li> <li>▪ Whistleblowing Code</li> </ul>
<ul style="list-style-type: none"> <li>▪ ensure that the CFO: <ul style="list-style-type: none"> <li>▪ leads the promotion and delivery by the whole organisation of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively</li> <li>▪ has a line of professional accountability for finance staff throughout the organisation</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>▪ ensure that budget calculations are robust and reserves adequate, in line with CIPFA's guidance</li> </ul>	
<ul style="list-style-type: none"> <li>▪ ensure that appropriate management accounting systems, functions and controls are in place so that finances are kept under review on a regular basis. These systems, functions and controls should apply consistently to all activities including partnerships arrangements, outsourcing or where the authority is acting in an enabling role</li> </ul>	
<ul style="list-style-type: none"> <li>▪ 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</li> </ul>	
<p><b>Supporting principle:</b> ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of the other</p>	
<p><b>The council is required to:</b></p>	<p><b>We will do this through the following:</b></p>
<ul style="list-style-type: none"> <li>• develop protocols to ensure effective communication between members and officers in their respective roles</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual budget and Council Tax consultation</li> <li>▪ Appraisal process</li> <li>▪ Budget monitoring</li> </ul>
<ul style="list-style-type: none"> <li>• set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process, including an effective remuneration panel (if applicable)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collaboration agreements and supporting SLA's</li> <li>▪ Core values and behaviours</li> <li>▪ Corporate Plan</li> </ul>

<ul style="list-style-type: none"> <li>ensure that effective mechanisms exist to monitor service delivery</li> </ul>	<ul style="list-style-type: none"> <li>East Kent HR Partnership HR system / i-Trent</li> <li>East Kent HR Partnership Service Level Agreements</li> <li>Government Single List indicators</li> <li>Local indicators</li> <li>Medium Term Financial Plan</li> <li>Member / officer protocol</li> <li>Partnership Framework</li> <li>Partnership Register</li> <li>Pay and conditions policies and practices</li> <li>Performance Management Framework</li> <li>Performance reporting</li> <li>Public consultation</li> <li>Service plans</li> <li>Thanet Vision 2030</li> </ul>
<ul style="list-style-type: none"> <li>ensure that the organisation’s vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated</li> </ul>	
<ul style="list-style-type: none"> <li>establish a medium term business and financial planning process to deliver strategic objectives including:                             <ul style="list-style-type: none"> <li>a medium terms financial strategy to ensure sustainable finances</li> <li>a robust annual budget process that ensures financial balance</li> <li>a monitoring process that enables this to be delivered</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>ensure that these are subject to regular review to confirm the continuing relevance of assumptions used</li> </ul>	
<ul style="list-style-type: none"> <li>when working in partnership, ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority</li> </ul>	
<ul style="list-style-type: none"> <li>when working in partnership:                             <ul style="list-style-type: none"> <li>ensure that there is clarity about the legal status of the partnership</li> <li>ensure that representatives of organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions</li> </ul> </li> </ul>	

### 3. Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour

<p><b>Supporting principle:</b> ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance</p>	
<p><b>The council is required to:</b></p>	<p><b>We will do this through the following:</b></p>
<ul style="list-style-type: none"> <li>ensure that the authority’s leadership sets a tone for the organisation by creating a climate of openness, support and respect</li> </ul>	<ul style="list-style-type: none"> <li>Annual Governance Statement</li> <li>Anti-Fraud and Corruption Policy</li> <li>Appraisal process</li> <li>Codes of Conduct</li> <li>Core values and behaviours</li> <li>Customer feedback system</li> <li>Declaration of interest protocols</li> <li>Financial regulations</li> <li>Gifts and hospitality register</li> <li>Leadership programme</li> <li>Member / officer protocol</li> <li>Performance management system</li> </ul>
<ul style="list-style-type: none"> <li>ensure that standards of conduct and personal behaviour expected of members and staff, or work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols</li> </ul>	
<ul style="list-style-type: none"> <li>put in place arrangements to ensure that members and employees of the authority</li> </ul>	

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	<ul style="list-style-type: none"> <li>▪ Senior Management Team</li> <li>▪ Standing Orders</li> <li>▪ Whistleblowing Code</li> </ul>
<b>Supporting principle:</b> ensuring that organisational values are put into practice and are effective	
<b>The council is required to:</b>	<b>We will do this through the following:</b>
<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>▪ Appraisal process</li> <li>▪ Approved procedures and policies</li> <li>▪ Audit reports</li> <li>▪ Charter Mark Standard for Customer Service Excellence</li> <li>▪ Codes of Conduct</li> <li>▪ Committee terms of reference</li> <li>▪ Core values and behaviours</li> <li>▪ Financial Procedure Rules</li> <li>▪ Independent chair of Standards</li> <li>▪ Individual partnerships / contractors show expected outcomes</li> <li>▪ Internal audit check of compliance and approved procedures and policies</li> <li>▪ Investors in People Status</li> <li>▪ Kent Compact</li> <li>▪ Partnership Framework</li> <li>▪ Policy Board</li> <li>▪ Professional body guidance documents (eg CIPFA)</li> <li>▪ Regular reporting to the council</li> <li>▪ Report template</li> <li>▪ Staff and member development briefings</li> <li>▪ Staff consultations</li> <li>▪ Standards Committee annual report</li> <li>▪ Thanet Compact</li> </ul>
<ul style="list-style-type: none"> <li>• put in place arrangements to ensure that procedures and operations are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice</li> </ul>	
<ul style="list-style-type: none"> <li>• ensure that systems and processes for financial administration, financial control and protection of the authority's resources and assets are designed in conformity with appropriate ethical standards and monitor their continuing effectiveness in practice</li> </ul>	
<ul style="list-style-type: none"> <li>• develop and maintain an effective Standards Committee</li> </ul>	
<ul style="list-style-type: none"> <li>• 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</li> </ul>	
<ul style="list-style-type: none"> <li>• 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</li> </ul>	

#### 4. Taking informed and transparent decisions which are subject to effective Scrutiny and managing risk

<b>Supporting principles:</b> being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny	
<b>The council is required to:</b>	<b>We will do this through the following:</b>
<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual review of the effectiveness of the Governance and Audit Committee and Annual Report</li> <li>▪ Codes of Conduct</li> <li>▪ Customer feedback system</li> <li>▪ Decision making protocols</li> <li>▪ Declaration of interest protocols</li> <li>▪ East Kent Audit Partnership's Balanced Scorecard</li> <li>▪ Governance and Audit Committee terms of reference</li> <li>▪ Overview and Scrutiny Panel annual report</li> </ul>
<ul style="list-style-type: none"> <li>• ensure an effective internal audit function is resourced and maintained</li> </ul>	
<ul style="list-style-type: none"> <li>• develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based</li> </ul>	

<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>▪ Record of decision making and supporting materials</li> <li>▪ Regular meetings between Chief Executive and External Audit</li> <li>▪ Regular meetings between Deputy 151 Officer and Internal Audit</li> <li>▪ Regular pre-meets between Chief Executive and Chair of Governance and Audit Committee</li> <li>▪ Report of Ombudsmen findings</li> <li>▪ Scrutiny Panel reports, minutes and working group papers</li> <li>▪ Training Development Plan for members and officers</li> <li>▪ You Said, We Did</li> </ul>
<ul style="list-style-type: none"> <li>• develop and maintain an effective Audit Committee which is independent of the Executive and Scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee</li> </ul>	
<ul style="list-style-type: none"> <li>• ensure that the authority’s governance arrangements allow the CFO direct access to the audit committee and external audit</li> </ul>	
<ul style="list-style-type: none"> <li>• ensure that effective, transparent and accessible arrangements are in place for dealing with complaints</li> </ul>	
<p><b>Supporting principle:</b> having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants / needs</p>	
<p><b>The council is required to:</b></p>	<p><b>We will do this through the following:</b></p>
<ul style="list-style-type: none"> <li>• ensure that those making decisions whether for the authority or the partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Approved procedures and policies</li> <li>▪ Article 12 – Officers</li> <li>▪ Budget and Policy Framework Procedure Rules</li> <li>▪ Budget monitoring</li> <li>▪ Financial Procedure Rules</li> <li>▪ Medium Term Financial Plan</li> <li>▪ Member / officer protocol</li> <li>▪ Partnership Framework</li> <li>▪ Performance Board</li> <li>▪ Performance reporting</li> <li>▪ Report template</li> <li>▪ Use of ‘legal’ and ‘financial’ implications in report</li> </ul>
<ul style="list-style-type: none"> <li>• ensure the provision of clear, well presented, timely, complete and accurate information and reports to budget managers and senior officers on the budgetary and financial performance of the authority</li> </ul>	
<ul style="list-style-type: none"> <li>• ensure that proper professional advice on matters that have legal and financial implications is available and recorded well in advance of decision making and used appropriately</li> </ul>	
<ul style="list-style-type: none"> <li>• ensure the authority’s governance arrangements allow the CFO to bring influence to bear on all material decisions</li> </ul>	
<ul style="list-style-type: none"> <li>• ensure that advice is provided on the levels of reserves and balances in line with good practice guidelines (LAAP – Local Authority Reserves and Balances)</li> </ul>	
<p><b>Supporting principle:</b> ensuring that an effective risk management system is in place</p>	
<p><b>The council is required to:</b></p>	<p><b>We will do this through the following:</b></p>
<ul style="list-style-type: none"> <li>• 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 jobs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual Audit Letter (External Audit)</li> <li>▪ Annual Governance Statement</li> <li>▪ Annual Internal Audit Report</li> <li>▪ Authorised Signatory process</li> <li>▪ Budget management devolvement</li> <li>▪ Core values and behaviours</li> <li>▪ Financial Procedure Rules</li> <li>▪ Financial Services Team structure</li> <li>▪ Medium Term Financial Plan</li> <li>▪ Procurement Strategy</li> </ul>
<ul style="list-style-type: none"> <li>• ensure the authority’s arrangements for financial and internal control and for managing risk are addressed in annual governance reports</li> </ul>	



<ul style="list-style-type: none"> <li>ensure the authority puts in place effective internal financial controls covering codified guidance, budgetary systems, supervision, management review and monitoring, physical safeguards, segregation of duties, accounting procedures, information systems and authorisation and approval process</li> </ul>	<ul style="list-style-type: none"> <li>Risk Management Process</li> <li>Risk Management Strategy</li> <li>Senior Management Team</li> <li>Treasury Management Strategy</li> <li>Up to date risk register</li> <li>Whistleblowing Code</li> </ul>
<ul style="list-style-type: none"> <li>ensure that effective arrangements for whistleblowing are in place to which officers, staff and all those contracting with or appointed by the authority have access</li> </ul>	
<p><b>Supporting principle:</b> using their legal powers to the full benefit of the citizens and communities in their area</p>	
<p><b>The council is required to:</b></p>	<p><b>We will do this through the following:</b></p>
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Constitution</li> <li>Job descriptions / specifications</li> <li>Monitoring Officer provision</li> <li>Section 151 provision</li> <li>Standing Orders</li> </ul>
<ul style="list-style-type: none"> <li>recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on authorities by public law</li> </ul>	
<ul style="list-style-type: none"> <li>observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principles of administrative law - rationality, legality and natural justice - into their procedures and decision making process</li> </ul>	

### 5. Developing the capacity and capability of members and officers to be effective

<p><b>Supporting principle:</b> making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles</p>	
<p><b>The council is required to:</b></p>	<p><b>We will do this through the following:</b></p>
<ul style="list-style-type: none"> <li>provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>Appointment process</li> <li>Appraisal process</li> <li>Chief Executive / Chief Financial Officer job description</li> <li>Competency Framework</li> <li>Continual Professional Development</li> <li>Financial Procedure Rules</li> <li>Financial Services Team structure</li> <li>Induction programme</li> <li>Job descriptions / specifications</li> <li>Personal Development Plans</li> <li>Post Entry Training</li> <li>Service plans</li> <li>Staff and member development briefings</li> <li>Talent management programme</li> <li>Training Development Plan for members</li> </ul>
<ul style="list-style-type: none"> <li>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</li> </ul>	
<ul style="list-style-type: none"> <li>ensure the CFO has the skills, knowledge, experience and resources to perform effectively in both the financial and non financial areas of their role</li> </ul>	
<ul style="list-style-type: none"> <li>review the scope of the CFO's other management responsibilities to ensure financial matters are not compromised</li> </ul>	

<ul style="list-style-type: none"> <li>provide the finance function with the resources, expertise and systems necessary to perform its role effectively</li> </ul>	and officers
<b>Supporting principle:</b> developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group	
<b>The council is required to:</b>	<b>We will do this through the following:</b>
<ul style="list-style-type: none"> <li>assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively</li> </ul>	<ul style="list-style-type: none"> <li>Appraisal process</li> <li>Financial Procedure Rules</li> <li>Governance and Audit Committee training sessions</li> <li>Job description template</li> <li>Member role descriptions</li> <li>Performance management system</li> <li>Training Development Plan for members and officers</li> </ul>
<ul style="list-style-type: none"> <li>embed financial competencies in person specifications and appraisals</li> </ul>	
<ul style="list-style-type: none"> <li>ensure that councillors' roles and responsibilities for monitoring financial performance/budget management are clear, that they have adequate access to financial skills and are provided with appropriate financial training on an ongoing basis to help them discharge their responsibilities</li> </ul>	
<ul style="list-style-type: none"> <li>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</li> </ul>	
<ul style="list-style-type: none"> <li>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</li> </ul>	
<b>Supporting principle:</b> encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal	
<b>The council is required to:</b>	<b>We will do this through the following:</b>
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Area forums' roles and responsibilities</li> <li>Change management programme</li> <li>Community Portal</li> <li>Equality Impact Assessments</li> <li>Leadership programme</li> <li>Partnership Framework</li> <li>Residents panel</li> <li>Stakeholders' forums' terms of reference</li> </ul>
<ul style="list-style-type: none"> <li>ensure that career structures are in place for members and officers to encourage participation and development</li> </ul>	

## 6. Engaging with local people and other stakeholders to ensure robust local public accountability

<b>Supporting principle:</b> exercising leadership through a robust Scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develop constructive accountability relationships	
<b>The council is required to:</b>	<b>We will do this through the following:</b>
<ul style="list-style-type: none"> <li>make clear to themselves, all staff and the community to whom they are accountable and for what</li> </ul>	<ul style="list-style-type: none"> <li>Committee terms of reference</li> <li>Constitution</li> <li>Overview and Scrutiny annual report</li> </ul>

<ul style="list-style-type: none"> <li>consider those institutional stakeholders to whom they are accountable and assess the effectiveness of the relationship and any changes required</li> </ul>	
<ul style="list-style-type: none"> <li>produce an annual report on the activity of the Scrutiny function</li> </ul>	
<p><b>Supporting principle:</b> 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</p>	
<p><b>The council is required to:</b></p>	<p><b>We will do this through the following:</b></p>
<ul style="list-style-type: none"> <li>ensure clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements to ensure that they operate effectively</li> </ul>	<ul style="list-style-type: none"> <li>Annual performance report</li> <li>Communication Strategy</li> <li>Community Database</li> <li>Community forums</li> <li>Constitution</li> <li>Corporate Plan</li> <li>Equality Impact Assessments</li> <li>Freedom of Information process</li> <li>Internet protocol</li> <li>Local Code of Corporate Governance</li> <li>Medium Term Financial Plan</li> <li>Partners and Communities Together (PACT) meetings</li> <li>Partnership Framework</li> <li>Processes for dealing with competing demands within the community</li> <li>Public consultation</li> <li>Public meetings</li> <li>Publication Scheme</li> <li>Residents panels</li> <li>Statement of Accounts</li> <li>Sustainable Community Strategy</li> </ul>
<ul style="list-style-type: none"> <li>hold meetings in public unless there are good reasons for confidentiality</li> </ul>	
<ul style="list-style-type: none"> <li>ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands</li> </ul>	
<ul style="list-style-type: none"> <li>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</li> </ul>	
<ul style="list-style-type: none"> <li>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</li> </ul>	
<ul style="list-style-type: none"> <li>ensure that the authority as a whole is open 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 the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so</li> </ul>	
<p><b>Supporting principle:</b> making best use of human resources by taking an active and planned approach to meet responsibility to staff</p>	
<p><b>The council is required to:</b></p>	<p><b>We will do this through the following:</b></p>
<p>develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making</p>	<ul style="list-style-type: none"> <li>Communication Strategy</li> <li>Employee Council terms of reference</li> <li>Trade Union recognition agreement</li> <li>Workforce Forum</li> </ul>

## Document History

Version	Date	Agreed by	Minute ref
V1	10 Nov 2004	Cabinet	CR/74
	20 Jan 2005	Standards	75
	17 Feb 2005	Council	84
V2	5 Nov 2007	Governance Group	GG/07-08/4
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	11 Dec 2012	Governance and Audit Committee	