

## **Review of Corporate Governance**

**February 2008**

# Review of Corporate Governance – February 2008

	Requirement of the Local Code of Conduct	Source documents / good practice / other means that may be used to demonstrate compliance	Action Required/Documents /Systems in place	Responsibility	Current Position/Planned Improvements
	<b>Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area</b>				
<b>1</b>	Develop and promote the authority's purpose and vision	<ul style="list-style-type: none"> <li>• corporate and service planning</li> <li>• shaping the community strategy</li> <li>• local area or performance agreements</li> <li>• Local Development Framework</li> </ul>	<p>Sustainable Community Strategy</p> <p>Review of Corporate Plan and Service Plans</p>	<p>Chief Executive Principal Partnership officer</p> <p>Head of Policy and Performance</p>	<p>Authorities are required to develop sustainable Community Strategies.</p> <p>A new Sustainable Community Strategy to be launched in Spring 2008.</p> <p>Forward Planning events for Councillors and Cabinet to consider priorities</p> <p>Corporate Plan approved by Council. Service Plans guidance for 2008/2009 issued.</p>
<b>2</b>	Review on a regular basis the authority's vision for the local area and its impact on the authority's governance arrangements	Governance Code	Review the Local Code of Corporate Governance	Executive Director of Regulatory Services	Local Code of Corporate Governance reviewed in February 2008 in the light of new CIPFA/SOLACE Framework on Good Governance in Local Authorities
<b>3</b>	Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties	partnership protocol Governance Code	<p>Review of Partnership Governance Arrangements</p> <p>Review the Local Code of Corporate Governance</p>	<p>Executive Director Of Regulatory Services</p> <p>All Heads of Service involved with partnerships/ Principal Partnership Officer</p>	<p>Guidance issued and Partnership Register in place. Ongoing review of individual Partnerships.</p> <p>Local Code of Corporate Governance reviewed in February 2008 in the light of new CIPFA/SOLACE Framework on Good Governance in Local Authorities</p>
<b>4</b>	Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance	annual financial statements annual service plan	Annual Report Statement of Accounts	Head of Finance	<p>Annual Report published</p> <p>Statement of Accounts approved</p>

5	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	<ul style="list-style-type: none"> <li>• corporate plan</li> <li>• annual service plans</li> <li>• medium-term financial strategy</li> <li>• resourcing plan in order to ensure improvement</li> </ul>	<p>Comprehensive Performance Assessment</p> <p>Medium Term Financial Strategy</p> <p>Capital Strategy and Asset Management Plan</p> <p>Performance Measurement monitoring</p> <p>Corporate Monitoring</p> <p>Budget Monitoring Process</p> <p>ICT Strategy</p> <p>Customer Access Strategy</p>	<p>Head of Policy and Performance</p> <p>Head of Finance</p> <p>Head of Finance</p> <p>Head of Policy and Performance</p> <p>Head of Finance</p> <p>Head of Customer Services and ICT</p> <p>Head of Customer Services and ICT</p>	<p>Rated as a "Good Council" by Audit Commission in July 2007.</p> <p>Customer satisfaction surveys and feedback. Service standards in place and monitored.</p> <p>benchmarking/complaint monitoring</p> <p>Reported to the Cabinet and further review in 2008/2009</p> <p>Monitoring in place</p> <p>Quarterly reports to Cabinet and Scrutiny. Member and Officer training undertaken. Performance Management System implemented.</p> <p>Regular corporate monitoring reports including Service Area information and budget monitoring, submitted to Cabinet.</p> <p>Regular reports to Cabinet. ICT Strategy adopted.</p> <p>Customer Access Strategy adopted.</p>
6	Put in place effective arrangements to identify and deal with failure in service delivery	Complaints Procedure Access to Information	<p>Corporate Complaints Policy and Procedure</p> <p>Access to Information Rules</p> <p>Audit of Plans and Strategies</p> <p>Audit Monitoring and Review of Council Policies &amp; Strategies</p>	Head of Customer Service and ICT /Heads of Service	<p>The Council has a reviewed Corporate Complaints Policy and Procedure and complaints monitoring is undertaken on a quarterly basis</p> <p>Embedding learning from complaints</p> <p>Performance management so service failure can be identified</p> <p>Access to Information Rules complied with and incorporated in the Constitution.</p> <p>To be undertaken</p> <p>Service Planning process includes collation of current Council Policies and Strategies to enable review.</p>

7	Decide how value for money is to be measured and make sure that the authority has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions.	the results are reflected in authority's performance plans and in reviewing the work of the authority	Procurement Strategy  Comprehensive Performance Assessment  Bio-diversity Impact Assessments for Key Decisions	Executive Director of Regulatory Services and Director of Resources  As above  All Heads of Service	Procurement Policy and Strategy implemented. Review of Contract Procedure Rules approved by Council in May.  Value for Money Strategy/Use of Resources work  Rated as a "Good Council" by July 2007  To be reviewed.
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	Requirement of the Local Code of Conduct	Source documents / good practice / other means that may be used to demonstrate compliance	Action Required/Documents /Systems in place	Responsibility	Current Position/Planned Improvements
	<b>Members and officers working together to achieve a common purpose with clearly defined functions and roles</b>				
1	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. Respective roles and responsibilities of other authority members, members generally and senior officers	The Constitution Record of decisions and supporting materials	The Constitution- review required in light of Local Government and Public Involvement in Health Act 2007 (for example, Part 9: Ombudsman enable to investigate service failures or absence of provision).	Monitoring officer	<p>The Constitution is subject to review in May each year (ongoing review in the light of the 2007 Act).</p> <p>Complete require of constitution including but not limited / schemes of delegation required and planning code of conduct .</p> <p>Standards Committee changing role to be implemented due to the Local Government and Public Involvement in Health Bill 2007</p> <p>Joint working with other members across Lancashire to be considered – joint committees</p> <p>The Times Best Councils to work for Top 20, achieved Investors in People.</p> <p>Further training members and officers required for a clear understanding or roles and</p>

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	<b>Members and officers working together to achieve a common purpose with clearly defined functions and roles</b>				
					responsibilities  Role descriptions have been adopted for the Leader of the Council and each Portfolio Holder.  Member Development Charter – PDPs and Member Development Strategy
<b>2</b>	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	The Constitution Schemes of Delegation	The Constitution  Schemes of Delegation	Monitoring officer	The Constitution is subject to review in May each year.  Included in Constitution
<b>3</b>	Make the Chief Executive responsible and accountable to the authority for all aspects of operational management	Conditions of Employment Scheme of Delegation Statutory Provisions Job Descriptions/Specification Performance Management System	The Constitution	Council	The Constitution is subject to review in May each year.
<b>4</b>	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	Consider how best to establish and maintain effective communication	Develop a protocol	Chief Executive / Leader	Fortnightly meetings between Chief Executive and Leader. Development of a protocol .
<b>5</b>	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 accounts, and for maintaining an effective system of internal financial control	Section 151 responsibilities statutory provisions statutory reports budget documentation Job description/specification	The Constitution	Head of Finance	The Constitution is subject to review in May each year.

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	<b>Members and officers working together to achieve a common purpose with clearly defined functions and roles</b>				
<b>6</b>	Make 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 provisions Statutory Provision Job description/specification	The Constitution	Monitoring officer	The Constitution is subject to review in May each year.
<b>7</b>	Develop protocols to ensure effective communication between members and officers in their respective roles	Member/Officer Protocol	The Constitution (which includes the Member/ Officer Protocol)	Monitoring officer	The Constitution is subject to review in May each year.
<b>8</b>	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) Ensure that effective mechanisms exist to monitor service delivery	Pay and conditions Policies and practices	Members Allowances Scheme  Job Evaluation Scheme Organisational Development Strategy; Pay and Workforce Strategy; Investors in People; Personal Development Review Process; On-going review of staffing structures as posts become vacant	Head of Paid Service	Job Evaluation Scheme Organisational Review  The Council has a Job Evaluation Scheme for evaluating the pay of staff.  Delivery required of the Pay and Grading Review; objective evidence required of areas of skill shortages affecting the Council, rather than local government generally.
<b>9</b>	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	vision strategy Corporate Plan budgets performance plan/ regime	Sustainable Community Strategy  Local Area Agreement / Local Strategic Partnership  Review of Corporate Plan and Service Plans  Review of Constitution  Procurement Strategy Value for Money Strategy	Principal Partnerships officer  Head of Policy and Performance  Monitoring Officer  Executive Director of Regulatory Services / Executive Director of Resources	Authorities are required to develop new sustainable Community Strategies.  A new Community Strategy to be launched in Spring 2008  Corporate Plan approved by Council. Corporate Plan Business Planning framework in place; Service Plans Guidance for 2008/2009 issued. Project Management in operation, promoted via civic newspaper and website.  Review to be carried out

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	<b>Members and officers working together to achieve a common purpose with clearly defined functions and roles</b>				
			<p>Creation of a Value for Money culture and management ownership of the issue</p> <p>Capital Strategy and Asset Management Plan</p> <p>Medium Term Financial Strategy</p> <p>Performance Measurement monitoring</p> <p>Corporate Monitoring</p>	<p>Head of Finance</p> <p>Head of Finance</p> <p>Head of Finance</p> <p>Head of Policy and Performance</p>	<p>Reported to the Cabinet and further review in 2008/2009.</p> <p>Monitoring in place and strategy approved</p> <p>Monthly reports to Cabinet. Member and Officer training undertaken. Performance Management System implemented.</p> <p>Regular corporate monitoring reports including service area information, and budget monitoring, submitted to Cabinet.</p>
10	<p>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</p> <p>When working in partnership: Ensure that there is clarity about the legal status of the partnership</p> <p>Ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.</p>	<p>Protocols for partnership working. For each partnership there is :</p> <ul style="list-style-type: none"> <li>• a clear statement of the partnership principles and objectives</li> <li>• clarity of each partner's role within the partnership</li> <li>• definition of roles of partnership board members</li> <li>• line management responsibilities for staff who support the partnership</li> <li>• a statement of funding sources for joint projects and clear accountability for proper financial administration</li> </ul>	<p>Review of Partnership Governance Arrangements</p> <p>Written advice given to Members on Outside Bodies.</p>	<p>Executive Director of Regulatory Services and All Heads of Service who deal with partnerships / Principal partnership Officer</p>	<p>Guidance issued and Partnership register in place. Ongoing review of individual Partnerships..</p>

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	<b>Members and officers working together to achieve a common purpose with clearly defined functions and roles</b>				
		<ul style="list-style-type: none"> <li>a protocol for dispute resolution within the partnership</li> </ul>			



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	<b>Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour</b>				
<b>1</b>	Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect	Organisational values set out in the Corporate Planning Framework	<b>Constitution provides framework for good governance</b>  <b>Training for officers and members</b>	All Members and all officers	Effectiveness of values to be embedded through the Personal Development Review Process.  Core Values in place for Council and provide framework for PDR process
<b>2</b>	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	Members'/Officers' Codes of Conduct Performance Management System Performance Appraisal Complaints Procedures Anti-fraud and Corruption Policy Member/Officer Protocol	Code of Conduct for Members  National Code of Conduct for Employees  Anti-Fraud and Corruption Strategy	All Members and all officers	New Code of Conduct for Members adopted in May 2007. Training sessions held for Borough and Parish Councillors.  Final Code awaited from Central Government.  Systematic evidence of the effectiveness of the measures taken.
<b>3</b>	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	Procedure Rules Codes of Conduct Financial Regulations	The Constitution includes Financial Procedure Rules and Contract Procedure Rules.  Code of Conduct for Members	Monitoring officer  Monitoring officer	The Constitution is subject to review in May each year.  New Code of Conduct for Members adopted in May 2007. Training sessions held for Borough and Parish Councillors.
<b>4</b>	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	Codes of Conduct	Code of Conduct for Members  National Code of Conduct for Employees	Monitoring officer	New Code of Conduct for Members adopted in May 2007. Training sessions held for Borough and Parish Councillors. Standards bulletin circulated Fixed Code awaited from Central Government..
<b>5</b>	Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in	Codes of Conduct	Code of Conduct for Members  National Code of conduct for Employees	Monitoring officer	New Code of Conduct for Members adopted in May 2007. Training sessions held for Borough and Parish Councillors.  Planning code of conduct requires updating

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	<b>Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour</b>				
	practice				Fixed Code awaited from Central Government.
<b>6</b>	Develop and maintain an effective Standards Committee	Terms of Reference Regular reporting to the Council	Terms of Reference for Standards Committee are part of the Constitution  Reports from Standards Committee to Council	Monitoring officer	The Council has a Standards Committee; composition and role of Standards Committee being revised in line with statutory requirements. Reports from Standards Committee to Council to be established.
<b>7</b>	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	Decision-making practices	Constitution in place / training on the constitution to be organised	Monitoring officer	Training to be carried out  Development of corporate impact assessment process
<b>8</b>	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.	Protocols for Partnership Working	Review of Partnership Governance Arrangements	All Heads of Service who deal with partnerships and Principal Partnerships Officer	Guidance issued and partnership register in place. Ongoing review of individual Partnerships.  Consider Partnership Scorecards in 2008/2009.

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	<b>Taking informed and transparent decisions which are subject to effective scrutiny and managing risk</b>				
<b>1</b>	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 is supported by robust evidence and data analysis	Scrutiny Management Reports and Annual Report of the Scrutiny Function  Community Leadership Policy Statement; Communication via Civic Newspaper and Website.	Monitoring Officer	Scrutiny arrangements being revised in line with CIPFA/SOLACE Framework on Good Governance in Local Authorities, including the establishment of a separate Audit Committee.  Local Government and Public Involvement in Health Act 2007 requires amendments to current scrutiny arrangements . / Crime and disorder scrutiny committee requires establishment / wider powers of call in / call for action  Further work needed on the effective Scrutiny of Partnerships and external contractual relationships, also requirement to scrutinise County Council Services.  New Act once in force has wider powers for scrutiny of partner authorities
<b>2</b>	Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based	Decision-making protocols record of decisions and supporting materials	Minutes for Meetings include a decision for each item considered and a reason for the decision.	Director of Resources	Audit of minutes to take place
<b>3</b>	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	Members' Code of Conduct	Code of Conduct for Members  Register of Members' Interests	Monitoring officer	New Code of Conduct for Members adopted in May 2007. Training sessions held for Borough and Parish Councillors.  process for staff (e.g. planning/licensing) to identify conflicts of interest and place on record
<b>4</b>	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	Terms of Reference Membership Training for Committee Members	Review annually the Terms of Reference for the Audit Committee	Monitoring officer	Terms of Reference for the Audit Committee to be reviewed.  Review of O and S and Audit arrangements

5	Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints	Complaints Procedure	Corporate Complaints Policy and Procedure	Head of Customer services and ICT	The Council has a revised Corporate Complaints Policy and Procedure.  Embedding learning from complaints.
6	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	Members' Induction Scheme Training for Committee Chairs	Annual Member Development Programme  Specific Training for New Members	Director of Resources	North West Charter for Member Development achieved.  Need to maintain the charter  Reports/briefing papers/ 121 with Portfolio holders and shadow portfolio holders and Heads of Service  Briefings for Cllrs on partnerships – need to review this
7	Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately	Record of decision making and supporting materials	Minutes for Meetings include a decision for each item considered and a reason for the decision.  Reports are required to be assessed for financial and legal implications and these are documented in the report.	Head of Finance / Monitoring officer Director of Resources	Procedures require all reports to the Cabinet to be reviewed by the Executive Director of Regulatory Services as Monitoring Officer, for the provision of legal advice, by the Head of Finance (as s151 Officer), for the provision of financial advice, and by the Head of People and Organisational Development for human resources advice.
8	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	Risk Management Protocol Financial Standards and Regulations	Risk Management Strategy; Business Planning Framework.  Risk Registers within Covalent (Performance Management ICT System)  Regular reporting by Head of Finance  Business Continuity	Head of Finance  Head of Policy and Performance  Head of Finance  Head of Streetscene	Regular reports to the Cabinet. Service Plans include a section on Risk Management. Monitoring via Covalent,. Member and Officer training.  Embedding of reporting process and the regular process of reassessing risks required. Risk Registers set up as part of Performance Management ICT System. Updated monthly by users.  Combined performance, finance and risk reporting.  Arrangements for Business Continuity Plans in place. Progress reports submitted to Management Team.
9	Ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the authority have access	Whistle-Blowing Policy	Whistle-Blowing Policy and Procedure	Monitoring officer	The Council's Whistle-blowing Policy and Procedure is considered annually.
10	Actively recognise the limits of	The Constitution	The Constitution	Monitoring officer	The Constitution is subject to review in May each year.

	lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities	Monitoring Officer provisions Statutory provisions	Monitoring Officer provisions are in the Constitution  Specific examples of use of well-being powers; adoption of Community Leadership Policy Statement; process for Scrutiny to respond to consultation exercise affecting the Borough.		
<b>11</b>	Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law	Legislation / caselaw	The Constitution  Monitoring Officer Provisions are in the Constitution	Monitoring officer	The Constitution is subject to review in May each year.  Training on update s caselaw / legislation
<b>12</b>	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 good administrative law – rationality, legality and natural justice – into their procedures and decision-making processes.	Monitoring Officer provisions Job description/Specification Statutory provisions	The Constitution  Monitoring Officer provisions are in the Constitution	Monitoring officer	The Constitution is subject to review in May each year.

	Requirement of the Local Code of Conduct	Source documents / good practice / other means that may be used to demonstrate compliance	Action Required/Documents /Systems in place	Responsibility	Current Position/Planned Improvement
<b>Developing the capacity and capability of members to be effective and ensuring that officers – including statutory officers – also have the capability and capacity to deliver effectively</b>					
1	Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis	Training and Development Plan Induction Programme Update courses/information	Annual Member Development Programme  Specific Training for New Members  Organisation Development Strategy; Pay and Workforce Strategy; Member Development Strategy; North West Charter for Member Development; Investors in People; Personal Development Review Process for Members and Officers	Director of Resources  Head of People and Organisational Development	Where capacity building processes are in place, there is a need to ensure they result in appropriate skill transfers into the Council.  The Member Development Strategy is reviewed annually and the training programme of events is based on the analysis of the members personal development plans. Specific training on subjects such as planning and licensing are mandatory for those members serving or substituting on those Committees.
2	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	Job Descriptions/Personal Specifications membership of top management team	Personal Development Review Process; Audit Commission Travel Assessments and the Comprehensive Performance Assessment; Government Office of North West Reviews of the Local Strategic Partnership; Annual Forward Planning Event for Cabinet and Executive Management Team.  Statutory Officers have membership of Senior Management Team	All Heads of Service  Council	

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	<b>Developing the capacity and capability of members to be effective and ensuring that officers – including statutory officers – also have the capability and capacity to deliver effectively</b>				
<b>3</b>	Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively	Training Development Plan	Annual Member Development Programme  Specific Training for New Members	Director of Resources	North West Charter for Member Development achieved and maintained. The Improvement and Development Agency (IDeA) skills framework is used in the Member Personal Development Planning process to identify development needs.  Workforce Development Plans  Qualifications audit for staff/PDR process Team development plans
<b>4</b>	Develop skills on a continuing basis to improve performance, including the ability to scrutinize and challenge and to recognise when outside expert advice is needed	Training and Development Plans reflect requirements of a modern councillor including: <ul style="list-style-type: none"> <li>the ability to scrutinise and challenge</li> <li>the ability to recognise when outside advice is required</li> <li>advice on how to act as an ambassador for the community</li> <li>leadership and influencing skills</li> </ul>	Annual Member Development Programme  Specific Training for New Members	Director of Resources	North West Charter for Member Development achieved and maintained  Capacity Building Model in place and approved by Cabinet detailing flexible approach to maximising capacity.  Shared services/shared activities agenda
<b>5</b>	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	Performance Management System	Personal development plans	Director of Resources	Consideration needs to be given to a review mechanism for the performance of the Cabinet as a whole and of its individual Members.
<b>6</b>	Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority	Strategic Partnership Framework Stakeholders' Forums Terms of Reference Neighbourhood Forums Roles and Responsibilities Residents' Panel Structure	Feedback  Communication Strategy  Neighbourhood Forums Community Involvement	Director of Resources and Monitoring officer	The Council has an established Feedback Panel  Embedding and strengthening of equality impact assessment process required.  Terms of Reference of Neighbourhood Forums are in the Constitution.

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	<b>Developing the capacity and capability of members to be effective and ensuring that officers – including statutory officers – also have the capability and capacity to deliver effectively</b>				
			and Engagement Strategy and Toolkit; Equality Impact Assessment Process; pre-Cabinet Review of new Policies by Scrutiny; Programme/Project Management approach; Data Quality Strategy and Action Plan.		
7	Ensure that career structures are in place for members and officers to encourage participation and development	Succession Planning	Training plans in place	Chief Executive	Training plans in place and delivered .



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	<b>Engaging with local people and other stakeholders to ensure robust public accountability</b>				
<b>1</b>	Make clear to themselves, all staff and the community to whom they are accountable and for what. Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required	Community Strategy  Local Development Framework	Sustainable Community Strategy  Review of Corporate Plan and Service Plans  Improvements needed with regard to integration of Risk Management and Local Area Agreement  Consultation and community engagement on the Local Development Framework  Customer Access Strategy	Principal Partnership officer  Head of Policy and Performance  Head of Policy and Performance  Executive Director of Regulatory Services  Head of Customer Services and ICT	Sustainable Community Strategy developed. A new Sustainable Community Strategy to be launched in Spring 2008.  Corporate Plan approved by Council. Corporate Plan Planning Framework in place. Service Plans guidance for 2008/2009 issued. Project Management in operation. Promoted by Civic Newspaper and Website.  Clear plan to be devised on risk management and the local area agreement  Consultation on the budget process and priorities  Relationships with Audit Commission and Government – how do we manage these relationships  Local Development Framework is being consulted upon .  In place
<b>2</b>	Produce an annual report on the activity of the scrutiny function	Annual Report	Annual Report of the Scrutiny Function	Director of Resources	Annual Report of the work of Scrutiny produced.
<b>3</b>	Ensure that 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 Hold meetings in public unless there are good reasons for confidentiality Ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise	Community Strategy Processes for dealing with competing demands within the community	Community Involvement and Engagement Strategy and Toolkit; Feedback Panel; Rosendale and Ward Profiles; Programme/Project Management Approval; Performance Management Framework including Data Quality Issues	Director of Resources / Executive Director of Regulatory Services	Pro-active education required in relation to certain changes and Services.  Local Government and Public Involvement in Health Act 2007 requires assessment – consideration of neighbourhoods / place shaping role / constitutional amendments .  Our constitutions supports this through public question time etc. Neighbourhood Forums and associated budgets

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<b>Engaging with local people and other stakeholders to ensure robust public accountability</b>					
	that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands		<p>Equalities Standard</p> <p>Race Equality Scheme</p> <p>Disability Equality Scheme</p> <p>Gender Equality Scheme</p>	<p>Head of People and Organisational Development</p> <p>Head of People and Organisational Development</p> <p>Head of People and Organisational Development</p> <p>Head of People and Organisational Development</p>	<p>Equalities Policy in place. Action Plan approved and Level 2 achieved; Level 3 targeted for 2008/2009.</p> <p>Race Equality Scheme in place.</p> <p>Disability Equality Scheme in place.</p> <p>Gender Equality Scheme in place.</p>
4	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	Partnership Framework Communications Strategy	<p>Communication Strategy</p> <p>Council Website Feedback Panel</p> <p>Partnership Governance Arrangements</p> <p>Consultation Strategy</p> <p>Community Involvement and Engagement Strategy; Budget Consultation Process, and Accountability Process through the Annual Report and Accounts; Consultation on Corporate Priorities reflected in the</p>	Partnership Officer / Head of Customer Service and E Government / all Heads of Service	<p>Communication Strategy in place.</p> <p>Improvements to Home page of Website.</p> <p>Guidance issued and Partnership Register in place. Ongoing review of individual Partnerships.</p> <p>Consultation Strategy adopted.</p> <p>Development required of more understanding of the Customer base through customer profiling and other techniques; also require more structures to service specific consultation and more obvious feedback from it.</p>

	<b>Requirement of the Local Code of Conduct</b>	<b>Source documents / good practice / other means that may be used to demonstrate compliance</b>	<b>Action Required/Documents /Systems in place</b>	<b>Responsibility</b>	<b>Current Position/Planned Improvement</b>
	<b>Engaging with local people and other stakeholders to ensure robust public accountability</b>				
			Corporate Plan		
5	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	Annual Report Annual Financial Statements Corporate Plan Annual Business Plan	Annual Report  Statement of Accounts  Corporate Plan  Annual Business Plan	Head of Finance   All Heads of Service	Annual Report published  Statement of Accounts approved.  Corporate and Business Plans produced.
6	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	The Constitution  Access to Information Procedure Rules  Values set out in the Constitution.	Community Cohesion Plan	Principal Partnership officer / monitoring officer	Community Cohesion Action Plan approved.  Access to Information Procedure Rules adhered to.
7	Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making	The Constitution	The Constitution	Principal Partnership officer	The Constitution is subject to review in May each year.  JCC in place Management Forums Team Briefings
8	Publish annually within the Council's annual Statement of Accounts a statement on annual governance	Statement of Accounts	Annual Report	Chief Executive	Corporate Governance Review, Internal Audit Work Plan