ROSSENDALE BOROUGH COUNCIL

LOCAL CODE OF GOVERNANCE

1. What we mean by Governance

1.1. Governance is about how the Council ensures that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

1.2. It comprises the systems and processes and cultures and values, by which the Council is directed and controlled and through which they account to, engage with and, where appropriate, lead their communities.

1.3. This local Code of governance has been developed in accordance with and is consistent with the Delivery Local Governance in Local Government Framework.

2. Core Principles of Good Governance

2.1 The core governance principles of the Council are:-

(a) focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area;

(b) Members and Officers working together to achieve a common purpose with clearly defined functions and roles;

(c) promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour;

(d) taking informed and transparent decisions which are subject to effective scrutiny and managing risk;

(e) developing the capacity and capability of members and officers to be effective; and

(f) engaging with local people and other stakeholders to ensure robust public accountability

3.   The Council's commitment

By publishing a Code of Corporate Governance, the Council is demonstrating its commitment to ensuring the high quality of its public services.

By promoting the principles of openness, accountability, integrity and effective governance, the Council encourages public trust.

The Code provides the public with greater awareness of the Council's arrangements and equips them with the knowledge to question the Council's plans and actions, thereby becoming more involved in the running of their Borough.

4.   Applying the Core Principles of Good Governance

4.1   The six core principles each have a number of supporting principles, which in turn have a range of specific requirements that apply across the Council's business.

4.2   The Council reviews its corporate governance arrangements at least annually to demonstrate how the Council is meeting the requirements of the Local Code of Corporate Governance.

REVIEW OF CORPORATE GOVERNANCE ARRANGEMENTS

CORE PRINCIPLE ONE:
We will focus on the purpose of the authority and on outcomes for the local community and create and implement a vision for the local area

We will do this by: Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcome for citizens and service users	
Requirement of the Local Code:	**Evidence to demonstrate compliance**
We will develop and promote the authority's purpose and vision	• Adoption of the Sustainable Community Strategy • Local Strategic Partnership • Best Value Performance Plan • Three year Service Delivery Plans • Local Area Agreement • Multi Area Agreement • Local Development Framework • Communications Strategy • Annual Event - State of the Borough Debate • Community Involvement and Engagement Strategy • Neighbourhood Forums • Rossendale Alive public newsletter • Website clearly articulates what we do **What we still need to do:** • Focus our communication and engagement frameworks on a neighbourhood level • Develop neighbourhood plans to articulate the Sustainable Community Strategy at a local level • Deliver Core Strategy to deliver spatial portrait of our vision
We will review on a regular basis the authority's vision for the local area and its impact on the authority's governance arrangements	• Annual forward planning event for Councillors and the Cabinet to consider priorities • Annual review of Local Code of Corporate Governance • Comprehensive Performance Assessment 2007 (Comprehensive Area Assessment from 2009/10) • Risk Management Framework • Neighbourhood Forums **What we still need to do:** • Regular review of Local Code of Corporate Governance - Action plan to be monitored by Standards Committee • Scrutiny review of Sustainable Community Strategy

CORE PRINCIPLE ONE (continued):
We will focus on the purpose of the authority and on outcomes for the local community and create and implement a vision for the local area

Requirement of the Local Code:	Evidence to demonstrate compliance
We will ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties	• Partnership register in place • Local Code of Corporate Governance • Sustainable Community Strategy • Corporate Plan • Local Area Agreement • Capita Governance Model **What we still need to do:** • Develop a partnership protocol • Member Training on Partnerships • Scrutiny Review of Partnerships
We will publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance	• Publication of the Council's Annual Statement of Accounts • Medium Term Financial Strategy • Scrutiny Performance Reports • Corporate Plan published annually in June • Annual Governance Report

CORE PRINCIPLE ONE (continued):
We will focus on the purpose of the authority and on outcomes for the local community and create and implement a vision for the local area

We will do this by: Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning	
Requirement of the Local Code:	**Evidence to demonstrate compliance**
We will 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	• Customer satisfaction surveys • Place Survey • Customer Service standards – regularly audited • Quarterly reports to Cabinet and Overview and Scrutiny on performance • Performance management system • Staff attending customer focus training • Data Quality Strategy • Equalities Monitoring • Customer Access Strategy • Developer Forums – Planning • Website • Consultation and Engagement Strategy database **What we still need to do:** • Develop Face to Face Strategy • Audit/performance report on customer feedback from each service area
We will put in place effective arrangements to identify and deal with failure in service delivery	• Complaints Procedure • Overview and Scrutiny review of complaints • Access to Information Rules • Budget monitoring by Cabinet • Performance monitoring • Local Area Agreement targets • Local Performance Indicators • National Indicators • Corporate Plan • Performance Overview and Scrutiny Committee • Ombudsman decisions report to Committee • Probity in Planning Report **What we still need to do:** • Consistently track performance across partnership • Implement probity in planning action plan

CORE PRINCIPLE ONE (continued):
We will focus on the purpose of the authority and on outcomes for the local community and create and implement a vision for the local area

We will do this by:-	
Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money	
Requirement of the Local Code:	**Evidence to demonstrate compliance**
We will 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. We will measure the environmental impact of policies, plans and decisions.	• Annual budget process • Procurement Policy and Strategy • Value for Money Strategy • Medium Term Financial Strategy • Use of Resources Steering Group • Biodiversity framework to ensure biodiversity impact assessments are done for key decisions to Cabinet • Community Impact assessments • Equality Impact Assessments • Public scrutiny of the medium term financial strategy and budget proposals • Risk Management Strategy (the need to manage risk is embedded in performance and financial planning processes to ensure that implications are considered and opportunities for improvement in value for money and performance are maximised). • Asset Management Plan • Capital Programme linked to priorities **What we still need to do:** • Biodiversity and Geodiversity Action Plan to be implemented • Scrutiny review on value for money

CORE PRINCIPLE TWO:

Members and officers will work together to achieve a common purpose with clearly defined functions and roles

We will do this by:-
Ensuring there is effective leadership throughout the Council and by being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function

Requirement of the Local Code:	**Evidence to demonstrate compliance**
We will 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. We will also set out a clear statement of the respective roles and responsibilities of other authority members, members generally and senior officers	• The Constitution (reviewed when needed as a living document) • Schemes of Delegation for Officer decisions • Providing all Committees with a clear terms of reference • Record of decisions and supporting materials • Portfolio Holder role descriptions • Role descriptions for Frontline Councillors • Member Champion Role Description • Times Best Council to work for top 20 • Member and officer training • Monitoring officer Protocol • S151 Officer Protocol • Protocols for Standards Committee Members • Joint Committee – Lancashire Local Terms of Reference • Job descriptions of Officers • Personal Development Plans for Members • Standards Committee Award shortlisting • Scrutiny – letters to teams on good performance/calling officers and the Cabinet to account to explain learning points **What we still need to do:** • Develop role description to support Scrutiny Members • Review Neighbourhood Forums and amendments to the Constitution • Protocol to be agreed for scrutiny of Council policies • Scrutiny session at Management Forum to be arranged • Members to attend team meetings (explain roles)

CORE PRINCIPLE TWO continued

Members and officers will work together to achieve a common purpose with clearly defined functions and roles

We will do this by:	
Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of members and officers are carried out to a high standard	
Requirement of the Local Code:	**Evidence to demonstrate compliance**
We will 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/amendments • Scheme of Delegation • Records of decision
The Chief Executive is responsible and accountable to the authority for all aspects of operational management	• Conditions of Employment • Scheme of Delegation • Statutory Provisions • Job Description/Specification • Performance Development Review framework
We will 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	• Regular meetings held with the Leader and the Chief Executive • Portfolio Holder meetings • Meetings of Executive Management Team and Cabinet • Training session on roles of Members and Officers
A senior officer (the S151 officer) is 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	• Constitution sets out the role of the Section 151 Officer • Section 151 Protocol • Section 151 Officer provides advice on financial matters on Cabinet and Committee reports. • Budget documentation • Job description/specification • Consultation and training given regularly by S151 Officer

CORE PRINCIPLE TWO continued

Members and officers will work together to achieve a common purpose with clearly defined functions and roles

Requirement of the Local Code:	Evidence to demonstrate compliance
The Monitoring Officer is responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with.	• Monitoring Officer provisions set out in the Constitution • Statutory Provision • Job description/specification • Monitoring Officer Protocol • Monitoring Officer provides legal advice on reports to Committees and the Cabinet • Training given by Monitoring Officer on role **What we still need to do:** BLOGs on both S151 Role and Monitoring Officer Role

CORE PRINCIPLE TWO continued

Members and officers will work together to achieve a common purpose with clearly defined functions and roles

We will do this by: Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of the other	
Requirement of the Local Code:	**Evidence to demonstrate compliance**
We will develop protocols to ensure effective communication between members and officers in their respective roles	• Portfolio meetings/shadow portfolio meeings • Member Briefings • Member/Officer Protocol • Member Code of Conduct • Officer Code of Conduct • Facebook guidance • Standards Committee Members Protocols
We will set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process	• Pay and conditions Policies and practices • Members allowances scheme • Independent Remuneration Panel for Members Allowances • Job evaluation • Organisational Development strategy • Pay and workforce strategy • Investors in people • Personal development review process • Organisation review • Local assessment decisions promote high ethical standards on member/officer relationships
We will ensure that effective mechanisms exist to monitor service delivery	• Covalent embedded • Quarterly reports to Performance Overview and Scrutiny • Annual report on complaint learning • Data Quality Strategy • Corporate Policy Group • Customer Services Strategy • Community Involvement and Engagement Strategy • Performance Management Framework • Business Planning • Appraisals • Portfolio Meetings • Significant event reviews • Weekly updates to Directors/Managers on Member Enquiries, complaints and Ombudsman complaints

Requirement of the Local Code:	Evidence to demonstrate compliance
We will 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	- Business planning framework - Consultation and Engagement Strategy - Residents' survey - Place survey - Sustainable community Strategy - Budget consultation at Neighbourhood Forums - Local Area Agreement - Multi Area Agreement - Local Strategic Partnership - Value for Money Strategy - Asset Management Plan - Capital - Medium Term Financial Strategy - Performance Monitoring - Statements – Internal Control/Governance Statement
When working in partnership we will ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority	- Advice note on outside bodies - Joint Locality Action Plan - Partnership register - Review of Lancashire Local Constitution Indemnities and on being Company Directors Training Declaration of Interest Forms - Protocols for partnership working. For each partnership there is : - a clear statement of the partnership principles and objectives - clarity of each partner's role within the partnership - definition of roles of partnership board members - line management responsibilities for staff who support the partnership - a statement of funding sources for joint projects and clear accountability for proper financial administration - a protocol for dispute resolution within the partnership **What we still need to do:** Review of governance arrangements

Requirement of the Local Code:	Evidence to demonstrate compliance
When working in partnership we will: Ensure that there is clarity about the legal status of the partnership Ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.	• Advice from Legal Services when partnerships are set up • The role of the Council's Local Strategic Partnership Officer **What we still need to do:** • Review governance arrangements of significant partnerships • Training to be given in year 2009/10 on Role of Members and Officers as Directors

CORE PRINCIPLE THREE
Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour

We will do this by:	
Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance	
Requirement of the Local Code:	**Evidence to demonstrate compliance**
We will 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 • Constitution provides framework for good governance • Protocols • Employee and Member Code of Conduct • Effective challenge of any inappropriate behaviour • High profile of Standards Committee and Monitoring Officer • Training members and officers • Competency framework values • Personal development plans for members
We will 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 • National Code of conduct for Employees • Whistleblowing Policy • Members' Protocol on use of Council facilities • Facebook guidance • Policy on dealing with complaints against Councillors • Member Development Programme • Freedom of Information Procedures • Access to Information Procedures • Protocols for Standards Committee Members • Standards Bulletins • Local assessment of complaints/investigations about member complaints

We will 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 • Contract procedure rules • Procurement strategy • Register of interests and register of gifts and hospitality for both members and officers • Members Code of good Practice for Planning • Guidance notes issued by Monitoring Officer • Compliance with Declarations of Interest – forms being completed • Gifts are registered and recorded

CORE PRINCIPLE THREE
Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour

We will do this by: Ensuring that organisational values are put into practice and are effective	
Requirement of the Local Code:	**Evidence to demonstrate compliance**
We will 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 - Monitoring through staff surveys and corporate complaints procedures - Human Resources policies and services such as corporate induction, customer service training, flexible working policies - Member/Officer Protocol - Member Role Descriptions - Team Briefings - Members' Bulletins - Standards Bulletin - Daily Message - Communication of Standards Decisions
We will put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice	- Standards Committee and Monitoring Officer do this on regular basis - Standards Committee and Sub-Committees established - Internal Audit Work Plan - Standards Committee Annual Report to Council - Monitoring Officer role and Protocol - Organisational Development Plan **What we still need to do:** - Review the effectiveness of existing arrangements in the light of the Local Government and Public Involvement in Health Act

We will develop and maintain an effective Standards Committee	• Clear Terms of Reference • Standards Committee member attendance at regional and national events e.g. Standards Board Annual Conference • Standards Committee Annual report to Council • Effective Chair of Standards Committee also Chair of Burnley Standards Committee • Annual report to Council and the Standards Board • Standards Committee Work Programme • Standards Committee Communications Strategy and Action Plan **What we still need to do:** • Continue to raise the profile of the Committee
We will 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	• Transparent processes in place • All decisions recorded **What we still need to do:** • Develop a guide to decision making
In pursuing the vision of a partnership, we will 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.	• Declarations of Interest • Governance structures of individual partnerships • Partnership register • Governance Board for Capita Contract – clear contract parameters set and reporting arrangements **What we still need to do:** • Review partnership governance arrangements • Review partnership register

CORE PRINCIPLE FOUR
Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

We will do this by:	
Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny	
Requirement of the Local Code:	**Evidence to demonstrate compliance**
We will 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	• New scrutiny structure in operation – described as exemplar • Evidence of call-in of decisions e.g. Licensing • Effective scrutiny of Planning and Environmental Health Scrutiny • Scrutiny published in Rossendale Alive • Annual report of Overview and Scrutiny • Scrutiny Bulletins • Overview and Scrutiny Annual Work Programme • Scrutiny Reports to Cabinet
We will 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 are in place **What we still need to do:** • Produce a guide to decision making
We will 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	• Codes of Conduct • Register of interests • Members' Planning Code of Good Practice • Register of interests and register of gifts and hospitality for both members and officers • Financial Regulations
We will 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 of Audit Committee • Audit Committee is independent of the scrutiny function • Training for Committee Members • Learning sheets inform **What we still need to do:** • Develop an annual work programme for the Audit Committee

Requirement of the Local Code:	Evidence to demonstrate compliance
We will ensure that effective, transparent and accessible arrangements are in place for dealing with complaints	- Complaints Procedure - Review of complaints - Procedure for complaints against Councillors - Overview and Scrutiny Annual Report on complaints and complaint learning - Public summary of complaints issued

CORE PRINCIPLE FOUR continued
Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

We will do this by:
Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs

Requirement of the Local Code:	Evidence to demonstrate compliance
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	• Checklist for Cabinet reports • Members' Induction Scheme • Training for Committee Chairs • Data Quality Strategy • Report Templates • Statutory Officer comments included in reports • Community Impact Assessment • Forward Plan • Member Briefing Sessions **What we still need to do:** • Guidance on report writing and how decisions are made • Clear report drafting deadlines • Discussions at Executive Management Team
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 • Statutory officer comments on reports assessed for financial and legal implications in good time

CORE PRINCIPLE FOUR
Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

We will do this by: Ensuring that an effective risk management system is in place	
Requirement of the Local Code:	**Evidence to demonstrate compliance**
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 Strategy • Financial Standards and Regulations • Business planning framework • Internal Audit arrangements • Risk Management to be considered in reports to Cabinet and Committees • Risk monitoring reporting to Overview and Scrutiny and Cabinet • Covalent Performance Management System
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 leaflet for staff • Reports fed to Overview and Scrutiny and Standards Committee

CORE PRINCIPLE FOUR continued
Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

We will do this by: Using our legal powers to the full benefit of the citizens and communities in their area	
Requirement of the Local Code:	**Evidence to demonstrate compliance**
We will actively recognise the limits of lawful activity placed on us by, for example, the ultra vires doctrine but also strive to utilise powers to the full benefit of our communities	• The Constitution • Monitoring Officer provisions • Statutory provisions • Use of power to promote well-being/disposal of land
We will 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 advice
Observe all specific legislative requirements placed upon us, 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 our procedures and decision-making processes.	• Monitoring Officer provisions • Job description/Specification • Statutory provisions • Legal implications section on report templates • Clear officer support in all meetings/contained within reports

CORE PRINCIPLE 5
Capacity and capability of members to be effective and ensuring that officers – including statutory officers – also have the capability and capacity to deliver effectively

We will do this by:
Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles

Requirement of the Local Code:	Evidence to demonstrate compliance
We will 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 - 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
We will 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 Direction of 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 - Monitoring Officer Protocol - Section 151 Officer Protocol - Use of Team Briefs/Grapevine to explain role of S151 Officer and Monitoring Officer

CORE PRINCIPLE 5
Capacity and capability of members to be effective and ensuring that officers – including statutory officers – also have the capability and capacity to deliver effectively

We will do this by: Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group	
Requirement of the Local Code:	**Evidence to demonstrate compliance**
We will 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 • Qualifications audit for staff • Personal Development Review process for staff • Team development plans • Workforce development plans • Member Development Programme • Personal Development Plans for Members
We will 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	Training and Development Plans reflect requirements of a modern councillor including: • the ability to scrutinise and challenge • the ability to recognise when outside advice is required • advice on how to act as an ambassador for the community • leadership and influencing skills • Use of Barristers/Consultants as required • Effective communication at Executive Management Team recognises gaps
We will 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 for Members • Scrutiny Call-Ins • External regulation/assessment • Member Role Descriptions

CORE PRINCIPLE 5 continued
**Capacity and capability of members to be effective and ensuring that officers –
including statutory officers – also have the capability and capacity to deliver
effectively**

We will do this by:	
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	
Requirement of the Local Code:	**Evidence to demonstrate compliance**
We will 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 • Neighbourhood Forums Roles and Responsibilities • Residents' Panel Structure • Communication strategy • Neighbourhood Forums • Community Involvement and Engagement Strategy and Toolkit • Community Impact Assessment Process • pre-Cabinet Review of new Policies by Scrutiny • Communications Strategy • Programme/Project Management approach • Data Quality Strategy and Action Plan • Feedback panel • Local Compact **What we still need to do:** • Develop Neighbourhood Plans
We will ensure that career structures are in place for members and officers to encourage participation and development	• Succession Planning e.g Planning • Organisational Development Plan

CORE PRINCIPLE 6
Engaging with local people and other stakeholders to ensure robust public accountability

We will do this by: Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships	
Requirement of the Local Code:	**Evidence to demonstrate compliance**
Make clear to ourselves, all staff and the community to whom we are accountable and for what.	• Sustainable Community Strategy • Corporate Plan • Business Plans • Staff involved in service planning • Scrutiny Call-In • Neighbourhood Forums • Rossendale Alive Newsletter • State of the Borough Debate • Consultation and community engagement on the Local Development Framework • Customer Access Strategy • Scrutiny Call-In Procedure **What we still need to do:** • Develop Neighbourhood Plans
We will consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required	• Positive relationship management with the Audit Commission • Comprehensive Performance Assessment • Positive relationship with central government departments e.g. Department for Communities and Local Government **What we still need to do:** • Review Partnership Register • Establish partnership protocol
We will produce an annual report on the activity of the scrutiny function	• Annual Report • Scrutiny Reports sent to Cabinet • Scrutiny Bulletins issued

CORE PRINCIPLE 6 continued
Engaging with local people and other stakeholders to ensure robust public accountability

We will do this by:
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

Requirement of the Local Code:	Evidence to demonstrate compliance
We will 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	• Sustainable Community Strategy • Community Involvement and Engagement Strategy and Toolkit • Feedback Panel • Rosendale and Ward Profiles • Equalities Standard • Community Impact Assessment Framework • Race Equality Scheme • Disability Equality Scheme • Communications Strategy • Neighbourhood Forums • Budget consultation process • One Stop Shop • Equalities Implementation Group **What we still need to do:** • Develop Neighbourhood Plans
We will hold meetings in public unless there are good reasons for confidentiality	• Access to Information Procedure Rules • Publication of agendas and reports • Community Engagement Strategy
We will 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	• Community Engagement Strategy • Customer Service Strategy • Equalities Standard • Community Impact Needs Assessments and Equalities Action Plans • Local Compact • Communications Strategy • One Stop Shop **What we still need to do:** • Develop Neighbourhood Plans

We will establish a clear policy on the types of issues we 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 • Communication Strategy • Council Website • Feedback Panel • Partnership Governance Arrangements • Consultation Strategy • Community Involvement and Engagement Strategy • Budget Consultation Process • Annual Report and Accounts **What we still need to do:** • Review partnership governance arrangements • Develop partnership protocol • Develop feedback mechanism for consultees to demonstrate what has changed as a result
We will, 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
We will 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. • Access to Agendas, Minutes and Reports • Freedom of Information

We will do this by:	
Making best use of human resources by taking an active and planned approach to meet responsibility to staff	
Requirement of the Local Code:	**Evidence to demonstrate compliance**
Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making	- The Constitution - Joint consultative Committee - Organisational Development Investors in People Charter Mark - Staff Survey - HR Policies and Procedures