

## **Hyndburn Borough Council**

### **Local Code of Corporate Governance: 2010/11**

#### **What is Corporate Governance?**

***“Governance is about how local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.***

***It comprises the systems and processes, and cultures and values, by which local authorities are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities”.*** \*

#### **Core Principles**

We have adopted the following six core principles for good corporate governance:-

- **Good governance means focusing on the Council’s purpose and on outcomes for the community and creating and implementing a vision for Hyndburn**
- **Good governance means members and officers working together to achieve a common purpose with clearly defined functions and roles**
- **Good governance means promoting values for the Council and demonstrating the values of good governance through upholding high standards of conduct and behaviour**
- **Good governance means taking informed and transparent decisions which are subject to effective scrutiny and risk management**
- **Good governance means developing the capacity and capability of members and officers to be effective**
- **Good governance means engaging with local people and other stakeholders to ensure robust public accountability**



**Good governance means focusing on the Council's purpose and on outcomes for the community and creating and implementing a vision for Hyndburn.**

**To achieve this we aim to:**

- exercise strategic leadership by developing and clearly communicating the Council's purpose and vision and our intended outcomes for our citizens and service users
- ensure that our citizens receive value for money, customer focussed services whether by providing these ourselves directly, or in partnership, or by commissioning
- ensure that the Council makes best use of resources and that tax payers and service users receive excellent value for money.

In order to achieve our aims we will	Evidence ("what we have done")	Responsibility	Current Position ("what we need to do)
1. Develop and promote the Council's purpose and vision	<p>Sustainable Community Strategy 2008 – 2018. Newsround briefing provided to all staff.</p> <p>Local area Agreement 2008 – 2011</p> <p>Reviewed and updated December 2009-February 2010</p> <p>Corporate Strategy 2008-2013 – monitored at performance clinics. Copies given to all staff and members and available in Reception areas and on website. Also the subject of a service manager briefing and Newsround item. All new starters receive a copy as</p>	<p>Managing Director</p> <p>Managing Director, Head of Policy Partnerships and Performance</p> <p>Head of Policy Partnerships and Performance</p>	<p>To be reviewed every 3 years</p> <p>To be reviewed annually</p> <p>Progress in delivering Corporate Strategy objectives will be reviewed as part of the ongoing performance improvement clinics</p>

	part of "The Place To Be" session		
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In order to achieve our aims we will	Evidence ("what we have done")	Responsibility	Current Position ("what we need to do")
	Business Plans 2009-13	Service Managers	Business plans to be reviewed annually Progress in achieving business plan objectives due to be reviewed by Resources Overview & Scrutiny Committee
	Business planning guidance published for 2009/13 Appraisal process	Corporate Performance Manager Service Managers	New competency framework being piloted in a number of service areas prior to a full roll out across the Council in 2010/11, subject to review and modification in the light of experiences from this year's pilot
	Member and officer induction process	Head of HR, Executive Director (Legal & Democratic), Member Services Manager	Induction programme to be reviewed in 2010
2.	Review on a regular basis the Council's vision for the local area and its impact on the Council's governance arrangements	Executive Director (Legal & Democratic Services)	Review and update this Local Code of corporate Governance annually – next review due in March 2011
3.	Ensure that the Council's partnerships are underpinned by a common vision of their work that is understood and agreed by all parties	Executive Director (Legal & Democratic Services)	Review of partnership governance arrangements Refresh LSP and Community Safety Partnership constitution by end of 2010

		<p>Constitution agreed for PLACE joint committee and Regenerate Pennine Lancashire Ltd</p> <p>Terms of reference in place and protocol agreed for all LSP thematic groups</p>	<p>Create Partnership Register</p> <p>Update Joint Venture Protocol and provide training for relevant members and officers</p> <p>Review partnership documentation to clarify roles and responsibilities and identify ongoing monitoring arrangements</p> <p>Review risk management arrangements for partnerships and update risk registers</p>
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4.	<p>Publish an annual report on a timely basis to communicate the Council's activities and achievements, its financial position and performance</p>	<p>Annual Report published for 2008/09</p> <p>Statement of Accounts published for 2008/09</p>	<p>Corporate Performance Manager</p> <p>Executive Director (Resources)</p>	<p>Annual Report for 2009/10 to be published by 30th June 2010</p> <p>Statement of Accounts for 2009/10 to be approved by 30<sup>th</sup> June 2010</p>
5.	<p>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</p>	<p>Customer satisfaction surveys and feedback.</p> <p>PLACE survey data produced every 2 years and reflected in LSP action plans</p> <p>Service standards in place and monitored</p> <p>Customer champions appointed across the</p>	<p>Head of PPP</p> <p>Head of PPP, service managers</p> <p>Head of PPP</p>	<p>Mystery Shopper exercise to be repeated in 2010.</p> <p>PLACE survey data due in 2010</p> <p>Customer charter to be produced</p> <p>Role of Customer Satisfaction Group to be reviewed and updated</p>

		<p>Council</p> <p>Customer Satisfaction Group and action plan aimed at improving customer satisfaction</p> <p>All employees received customer satisfaction training in 2009</p> <p>Mystery shopper exercise completed in April 2009</p> <p>Performance Management arrangements:</p> <ul style="list-style-type: none"> <li>• Performance Management System implemented</li> <li>• Performance Management Team meets quarterly</li> <li>• Performance Improvement Clinics held every 6 months</li> <li>• Performance information reported to corporate management team quarterly and annually to Council, Cabinet and O&amp;S Committee</li> <li>• Performance briefing books issued to all councillors and</li> </ul>	<p>Corporate Performance Manager</p>	<p>Keep performance management arrangements under review</p> <p>Performance management framework for the LSP to be refreshed by June 2010</p>
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	directors quarterly Equality Strategy and Equality Impact Assessment Process	Executive Director (Legal & Democratic Services), Head of HR	Complete programme of outstanding EIA's  Seek to strengthen member awareness of the equality agenda and facilitate their leadership role
	Ongoing work in respect of the new Duty to Involve Housing Benefits Service Panel established	Head of PPP, Partnerships Manager Head of Benefits & Customer Service	
6.	Put in place effective arrangements to identify and deal with failure in service delivery  Corporate Complaints Policy and Procedure  Complaints policy reviewed and updated in March 2010	Executive Director (Legal & Democratic Services)	Implement complaint recording via the Customer Contact Centre  Undertake staff training re new arrangements  Develop process for regular monitoring of, and learning from, complaints
	Internal Audit's Annual Audit Plan and inspection reports. Annual Audit & Inspection letter reported to Audit Committee and Cabinet.	Head of Audit & Investigations	Annual Audit Report to be produced by June 2010



		<p>Scrutiny Committee annual workplan and “call in” arrangements. Constitution updated to include call for action process and new scrutiny powers</p> <p>Service continuity planning arrangements and procedures in respect of catastrophic service failure</p>	<p>Service Managers</p>	<p>Continue to develop and monitor overview and scrutiny arrangements</p> <p>Continue to develop and monitor these.</p>
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**Good governance means members and officers working together to achieve a common purpose with clearly defined functions and roles**

**To achieve this we aim to:**

- ensure effective leadership throughout the Council including clarity of the members role
- ensure that a constructive working relationship exists between elected members and officers and that their responsibilities are carried out to a high standard
- ensure that relationships between the Council and the public are clear so that each knows what to expect of the other.

	<b>In order to achieve our aims we will</b>	<b>Evidence ("what we have done")</b>	<b>Responsibility</b>	<b>Current Position ("what we are going to do")</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 Council's approach towards putting this into practice. Respective roles and responsibilities of other authority members, members generally and senior officers	The Council's Constitution includes: Terms of reference for Council, Cabinet and committees Scheme of delegation to officers Details of remit of each Cabinet Portfolio Role descriptions for members  Member Officer Relations Protocol  Monitoring Officer Protol adopted in 2009	Executive Director (Legal & Democratic Services)	The Constitution is subject to review and updating in May each year           New employee code of conduct expected in 2010 – Protocol to be reviewed once this is available

		<p>Investors In People accreditation retained in 2008</p> <p>Member Charter Development implemented, together with personal development plans for members and Member Development Strategy</p> <p>Political awareness training for officers delivered in September 2009</p> <p><b>“Bite size” “60 Minutes” sessions for members now arranged</b></p> <p>Civic Protocol</p>	<p>Head of Human Resources</p> <p>Head of Human Resources</p> <p>Executive Director (Legal &amp; Democratic Services)</p> <p>Executive Director (Legal &amp; Democratic Services)</p> <p>Council</p>	<p>Implement action plan to put in place recommendations for improvement</p> <p>Review the member development charter and consider feasibility of seeking accreditation at level 2 of the member development charter</p> <p>To be reviewed annually and updated as necessary</p> <p>The Constitution is reviewed and updated in May each year.</p>
2.	<p>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 Council taking account of relevant legislation, and ensure that it is monitored and updated when required</p>	<p>The Council’s Constitution includes a scheme of delegation and terms of reference for Council</p>	<p>Executive Director (Legal &amp; Democratic Services)</p>	<p>The Constitution is reviewed and updated in May each year.</p>
3.	<p>Make the Managing Director responsible and accountable to the Council for all</p>	<p>Job description</p>	<p>Council</p>	

	aspects of operational management				
4.	Develop protocols to ensure that the Leader and Managing Director negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained			Managing Director/Leader	Consider necessity for formal protocol
5.	Make a senior officer (the S151 officer) responsible to the Council 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	The Constitution includes: Scheme of delegation Financial Procedure Rules Financial Procedure Rules reviewed and updated in March 2010  Job description  Annual Audit & Inspection letter  Internal Audit annual audit plan and inspection reports	Executive Director (Resources)	Director	Review Budget & Policy Framework Procedure Rules
6.	Make the Monitoring Officer responsible to the Council for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with.	The Constitution includes a Scheme of delegation  Job description  Monitoring Officer Protocol adopted	Executive Director (Legal & Democratic Services)		
7.	Develop protocols to ensure effective communication between members and officers in their respective roles	Member/Officer Relations Protocol  Monitoring Officer Protocol  Member code of conduct	Executive Director (Legal & Democratic Services)	Member Officer Relations Protocol to be reviewed following publication of new national code of conduct for employees expected in 2010  Provide annual training to	

		Employee code of conduct Codes of conduct for planning and licensing functions Introduced awareness training for officers	members and relevant officers Review and update the employee code of conduct once position re introduction of national code has been clarified Review codes of conduct for planning and licensing functions annually and provide member training
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8.	Decide how value for money is to be measured and make sure that the Council has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decision.	Procurement Strategy 2009-13. Implementation of Strategy to be monitored by the Resources Overview & Scrutiny Committee Performance management arrangements (see page 4) Gershon efficiency savings process and annual efficiency savings target New procurement section added to hyntranet and staff briefings given. Review of Contract Rules	Executive Director (Legal & Democratic Services) Head of PPP Executive Director (Resources), Head of PPP	Consider measures and performance monitoring Cabinet commitment to achieve level 3 of the Sustainable Flexible Framework by end of 2011 Establish contracts register Consider further ways to enable local businesses / SME's to sell to the Council
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		completed and revised rules adopted together with policy for dealing with equalities in procurement and green procurement guidance Council signed up to SME Concordat		
9.	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. Ensure that effective mechanisms exist to monitor service delivery	Members Allowances Scheme Independent Remuneration Panel Job Evaluation Scheme implemented People Strategy Workforce Plan Personal Development Review Process Recognition and Reward Scheme adopted. "Big Thank You" event arranged for October 2009	Executive Director (Legal & Democratic Services)  Head of HR	Keep Recognition & Reward Scheme under review. Big Thank you Event or similar in 2010.
10.	Ensure that the Council'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	Sustainable Community Strategy 2008 – 2018 developed in consultation with partners Local Area Agreement 2008 – 2011 developed by LCC in consultation with Districts and other partners Corporate Strategy 2008 –	Managing Director, Head of PPP	Keep under review

	<p>2013 developed by corporate management team, service managers and members          Business Plans          Appraisal system          Member and employee induction programme</p> <p>Local Strategic Partnership</p> <p>Consultation and community engagement arrangements including:</p> <ul style="list-style-type: none"> <li>• Feedback Citizens Panel</li> <li>• Waste Services &amp; Customer Services User Groups</li> <li>• Parts &amp; Open Spaces Forum</li> <li>• Use of mystery shopping</li> <li>• Area Council's</li> <li>• Ongoing work with Hyndburn Community Network involving the equality target groups</li> </ul>	<p>Head of PPP, Partnerships Manager</p> <p>Head of PPP, Partnerships Manager</p>	<p>Sustainable community strategy to be reviewed every 3 years</p> <p>Ongoing review of LSP's performance management framework</p> <p>Continue to promote new Duty To Involve</p> <p>LSP to roll out engagement toolkit</p> <p>Mystery shopper exercise to be repeated in 2010</p>
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			LSP engagement strategy complete				
	Budget & Policy Framework Procedure Rules	Executive Director (Legal & Democratic Services)	To be reviewed and updated				
	Asset Management Plan 2007-2010	Corporate Property Manager	Asset Management Plan for 2011-2014 to be produced by 31 <sup>st</sup> March 2011				
	Medium Term Financial Strategy	Executive Director (Resources)	Updates to be provided to Cabinet in October and February and to Council in February				
	Performance management arrangements (see page 4)	Executive Director (Legal & Democratic Services)	Progress updates to be provided to Cabinet and management team every 6 months				
	Equality Strategy		Develop action plan to move to “achieving status” in respect of Equality Standard				
	Ongoing review of Partnership Governance Arrangements	Executive Director (Legal & Democratic Services)	Complete review of partnership governance arrangements, including: Create partnership register Review governance of individual partnerships Review risk management arrangements and update risk				
	Constitutions for LSP, Community Safety Partnership, PLACE joint						
	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 Council When working in partnership: Ensure that there is clarity about the legal status of the partnership						



	<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>committee and Regenerating Pennine Lancashire Ltd</p> <p>Joint Venture Protocol</p>	<p>register Consider monitoring arrangements LSP and Community Safety Partnership constitutions to be reviewed and updated in 2010</p>	<p>To be reviewed and updated</p>
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**Good governance means promoting values for the Council and demonstrating the values of good governance through upholding high standards of conduct and behaviour**

**To achieve this we aim to:**

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

	<b>In order to achieve our aims we will</b>	<b>Evidence (“what we have done”)</b>	<b>Responsibility</b>	<b>Current Position (“what we are going to do”)</b>
1.	<p>Ensure that the Council’s leadership sets a tone for the organisation by creating a climate of openness, support and respect</p>	<p>Constitution provides framework for good governance</p> <p>Ongoing training provided for officers and members</p>	<p>All members and all officers</p>	<p>Continue member and officer development programme</p> <p>Develop competency framework to establish behaviours expected of leaders when delivering role well</p> <p>Ongoing - Competencies for senior managers reviewed and updated following pilot in 2008.</p>

	<p>2. Ensure that standards of conduct expected of members and staff, and between the Council, its partners and the community are defined and communicated through codes of conduct and protocols</p>	<p>Code of Conduct for Members</p> <p>Code of Conduct for Employees</p> <p>Planning and licensing codes of conduct</p> <p>Joint venture protocol</p> <p>Member Officer Relations Protocol</p> <p>Monitoring Officer protocol</p> <p>Civic Protocol</p> <p>Whistleblowing Policy reviewed and updated in March 2010</p> <p>Anti-Fraud and Corruption Strategy. Awareness leaflet issued to all staff and members in August 2009</p>	<p>Executive Director (Legal &amp; Democratic Services) and all Members</p>	<p>Full competency framework to be rolled out on a pilot basis in selected teams as part of the 2009 appraisal process</p> <p>Training sessions held annually for Borough and Altham Parish Councillors</p> <p>To be reviewed and updated once new national code is available</p> <p>To be reviewed annually and annual training to be provided</p> <p>Both Protocols to be reviewed and updated</p> <p>To be reviewed annually</p>
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	<p>3. Put in place arrangements to ensure that members and employees of the Council 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</p>	<p>Financial Procedure Rules Contract Procedure Rules. Code of Conduct for Members and Employees as referred to above Register of Members Interests reviewed monthly Register of Gifts and Hospitality reviewed monthly Guidance on ethical procurement produced Ongoing member and officer training</p>	<p>Executive Director (Legal &amp; Democratic Services)</p>	<p>Review procedures and guidance re register of gifts and hospitality once position clear re proposed national employee code of conduct</p> <p>Continue programme of member and officer training</p>
<p>4.</p>	<p>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</p>	<p>Code of Conduct for Members Code of Conduct for employees Member Officer Relations Protocol Political awareness training for employees</p>	<p>Executive Director (Legal &amp; Democratic Services)</p>	<p>Review Employee Code of conduct and Member Officer Relations Protocol as referred to above</p>

		Ongoing member and officer development programme	Head of HR	Continue to develop and roll out the employee competency framework Deliver service manager / middle manager briefings re leadership / engagement  Complete ongoing customer service programme To be reviewed annually
5.	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	Council's constitution, including Procedure Rules and codes of conduct  Codes of conduct for planning and licensing functions  Anti-Fraud and Corruption Strategy and Whistleblowing Policy  Complaints policy and procedures and new procedures for dealing with complaints of breach of the member code of conduct  This code of local governance	Executive Director (Legal & Democratic Services)  Executive Director (Legal & Democratic Services)  Head of Audit & Investigations  Executive Director (Legal & Democratic Services)  Executive Director (Legal & Democratic Services)	To be reviewed annually and training provided to members  Develop process for regular monitoring of, and learning from, complaints.  To be reviewed and updated annually
6.	Develop and maintain an effective Standards Committee	Terms of Reference for Standards Committee and its Sub-Committees are included in the Constitution	Executive Director (Legal & Democratic Services)	Legal requirements to be kept under review  Provide ongoing training to Standards Committee members

		Composition and role of Standards Committee meets statutory requirements. Training provided for Standards Committee annually First Standards Committee annual report produced March 2010		
7.	Use the Council's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the Council	Standard format for reports to Cabinet, Council, committees and CMT reflect Council values	Executive Director (Legal & Democratic Services)	
8.	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	On going review of Partnership Governance Arrangements  Joint Venture Protocol  LSP constitution and protocols for LSP groups in place  Constitutions agreed in 2009 for PLACE joint committee and Regenerating Pennine Lancashire Ltd	Executive Director (Legal & Democratic Services)  All officers dealing with partnerships	Complete review  To be reviewed and updated and training to be provided  LSP constitution to be reviewed in 2010

**Good governance means taking informed and transparent decisions which are subject to effective scrutiny and risk management**

**To achieve this we aim to:**

- be rigorous and transparent about how decisions are taken and listen and act on the outcome of constructive scrutiny
- have good quality information, advice and support to ensure that services are delivered effectively and meet the community needs
- ensure that an effective risk management system is embedded
- use legal powers to the full benefit of our citizens and communities

	<b>In order to achieve our aims we will</b>	<b>Evidence (“what we have done”)</b>	<b>Responsibility</b>	<b>Current Position (“what we will do”)</b>
1.	Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the Council’s performance overall and that of any organisation for which it is responsible.	<p>Terms of reference of Scrutiny Committee</p> <p>Scrutiny workplan produced annually and reviewed regularly</p> <p>Annual report presented to Cabinet and Council</p> <p>Ad hoc scrutiny panels and reports</p> <p>Process for tracking scrutiny recommendations in place</p> <p>Councillor Calls for action</p> <p>Participation in Lancashire</p>	Executive Director Legal & Democratic Services), Member Services Team Leader, Overview & Scrutiny Officer	<p>Consider scrutiny of partner organisations and Lancashire County Council in light of statutory guidance once available</p> <p>Ongoing development of Scrutiny function, particularly in respect of procurement activity and partnerships by including in 2010/11 work programme</p> <p>Commence VFM reviews in 2010/11</p> <p>Develop Scrutiny role re policy development</p> <p>Review Scrutiny arrangements in light of Local Democracy Act</p>

		Scrutiny Partners Forum		2009 –duty to respond to petitions
2.	Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based.	Minutes for Meetings include a decision for each item considered and a reason for the decision	Member Services Team Leader	Develop protocol setting standards for decision making processes
3.	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	Code of Conduct for Members Code of Conduct for Employees Register of Members' Interests reviewed monthly  Register of gifts and hospitality reviewed monthly  Joint Venture Protocol	Executive Director (Legal & Democratic Services), Member Services Team Leader	Annual training for members re the member code of conduct  Review and update employee code of conduct once position clear re new national code for employees  Review guidance and procedures re register of gifts and hospitality and the Joint Venture Protocol once position clear re new national code of conduct for employees
4.	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 for the Audit Committee	Executive Director (Resources)	Periodic review of role and function of Audit Committee
5.	Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints	Corporate Complaints Policy and Procedure	Executive Director (Legal & Democratic Services)	Implement complaint recording via the Customer Contact Centre

			<p>Undertake staff training re the new arrangements</p> <p>Develop process for regular monitoring of, and learning from, complaints</p> <p>Periodic but regular reminders to be given to staff and members. Information to be made available to contractors</p>	
	<p>Terms of reference of Standards Committee and its Sub-Committee.</p> <p>Procedures for dealing with complaints of breach of the member code of conduct</p> <p>Whistleblowing policy and procedures</p>			
6.	<p>Ensure that those making decisions for the Council are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications</p>	<p>Standard format for reports to Council, Cabinet and committees reviewed and updated regularly (recent addition made re equality impact of decisions)</p> <p>Protocol developed setting standards for decision making processes</p>	<p>Executive Director (Legal &amp; Democratic Services) Executive Director (Resources) All officers involved in production of reports to members</p> <p>Member Services Team Leader</p>	<p>To be reviewed periodically</p>
7.	<p>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</p>	<p>Reports are required to be assessed for financial and legal implications and these are documented in the report.</p>	<p>Executive Director (Legal &amp; Democratic Services), Executive Director (Resources), Member Services Team Leader</p>	<p>To be reviewed periodically</p>



		<p>Minutes for Meetings include a decision for each item considered and a reason for the decision.</p> <p>Regular review of Treasury Management Strategy and Prudential Indicators</p>	<p>Executive Director (Resources)</p>	<p>To be reported to Cabinet in October and February and to Council in February each year</p>
8.	<p>Ensure that risk management is embedded into the culture of the Council and key partnerships, with members and managers at all levels recognising that risk management is part of their jobs</p>	<p>Risk management policy and framework</p> <p>Risk Registers in place and updated quarterly</p> <p>Position re risk management reported quarterly to corporate management team and Audit Committee</p> <p>Project management framework</p> <p>Risk to be identified on reports to Council, Cabinet and committees</p> <p>Risks identified on capital programme projects</p> <p>Officer and member training provided</p>	<p>Corporate Performance Manager</p>	<p>Updating process ongoing</p> <p>Risk management web interface being developed to allow online access to corporate risk registers</p>
9.	<p>Ensure that arrangements are in place</p>	<p>Whistle-Blowing Policy and</p>	<p>Executive Director (Legal</p>	<p>Information re Whistleblowing</p>

	for whistle-blowing to which staff and all those contracting with the Council have access	Procedure reviewed and updated in March 2010  New Contract Procedure Rules include requirement to advise contractors of whistle-blowing arrangements	& Democratic Services)	policy to be included in staff induction process
10.	Actively recognise the limits of lawful activity placed on the Council by, for example, the ultra vires doctrine but also strive to utilise powers to the full benefit of our community	The Constitution  Role of monitoring officer and s151 officer  Legal and financial considerations included in all reports to Council, Cabinet and committees  Legal and financial officers attend Council, Cabinet and committees  Monitoring officer and s151 officer attend corporate management team  Monitoring Officer Protocol	Executive Director (Legal & democratic Services) / Executive Director (Resources)	The Constitution reviewed annually.  Ongoing training for staff re legal requirements
11.	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	The Constitution  Role of monitoring officer and s151 officer  Monitoring Officer Protocol  Legal and financial	Executive Director (Legal & Democratic Services) Executive Director (Resources)	The Constitution is reviewed annually.  Ongoing training for staff re legal requirements

		<p>considerations included in all reports to Council, Cabinet and committee</p> <p>Monitoring officer and s151 officer attend corporate management team</p> <p>The Constitution</p> <p>Role of monitoring officer and s151 officer</p> <p>Legal and financial considerations are included in all reports to Council, Cabinet and committees</p>	<p>Executive Director (Legal &amp; Democratic Services)</p>	<p>The Constitution is reviewed annually.</p>
<p>12.</p>	<p>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.</p>			

**Good governance means developing the capacity and capability of members and officers to be effective**

**To achieve this we aim to:**

- make sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles
- develop the capability of people with governance responsibilities and evaluate their performance, as individuals and as a group
- encourage talent so that best use can be made of individuals' skill and resources in balancing continuity and renewal.

	<b>In order to achieve our aims we will</b>	<b>Evidence (“what we have done”)</b>	<b>Responsibility</b>	<b>Current Position (“what we will do”)</b>
1.	Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis	<p>Annual Member Development Programme / personal development programme produced for all new members</p> <p>Member Induction Programme</p> <p>Officer Induction Programme</p> <p>Service Manager Briefings</p> <p>Organisation Development Strategy; Pay and Workforce Strategy; Member Development Strategy;</p>	<p>Head of HR</p> <p>Member Services Team Leader</p> <p>Head of HR</p> <p>Head of HR</p>	<p>Member induction programme to be delivered following each new intake of councillors</p> <p>Programme to be reviewed for appropriateness / effectiveness</p> <p>Implemented revised competency framework for senior officers in 2009. Develop and implement</p>

		<p>North West Charter for Member Development; Investors in People; Personal Development Review Process for Members and Officers</p>		<p>competency framework for all employees in 2010</p>
<p>2.</p>	<p>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 Council</p>	<p>Personal Development Review Process; Ongoing CPD training Membership of appropriate professional bodies and networks Statutory Officers are members of Corporate Management Team Monitoring Officer Protocol</p>	<p>Managing Director Executive Director (Resources) Executive Director (Legal &amp; Democratic Services)</p>	
<p>3.</p>	<p>Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively</p>	<p>Annual Member Development Programme and member personal development plans Investors In People accreditation retained 2008 Annual employee appraisal process and personal development plans Annual training and</p>	<p>Head of HR Member Services Team Leader Executive Director (Legal &amp; Democratic Services)</p>	<p>Extend competency framework to all employees in 2010 Implement action plan in respect of matters arising from the 2008 Investors In People inspection Personal development interviews to be carried out with each councillor annually</p>

		development plan		
4.	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	Specific Training for New Members Annual Member Development Programme North West Charter for Member Development achieved and maintained Specific Training for New members Personal development plans	Head of HR	Consideration needs to be given to a review mechanism for the performance of the Cabinet as a whole and of its individual Members.  Review methodology for undertaking member development interviews
5.	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	Feedback Communication Strategy Area Councils Community Involvement and Engagement Strategy and Toolkit; Equality Impact Assessment Process; Pre-Cabinet Review of new Policies by Scrutiny;	Head of HR	The Council has an established Feedback panel  Continue to develop role of Scrutiny Committee in policy development
6.	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 Council			

		<p>5 thematic LSP groups in place with partner bodies to drive achievement of the Community Strategy</p> <p>Aims of community strategy and corporate strategy aligned</p> <p>Regular focus groups for Revenue &amp; Benefits Service / Environmental Services</p> <p>Mystery shopper exercise in 2009</p>		<p>Repeat mystery shopper exercise in 2010</p>
7.	<p>Ensure that career structures are in place for members and officers to encourage participation and development</p>	<p>Training plans in place</p>		<p>Training plans in place and delivered.</p>

**Good governance means engaging with local people and other stakeholder to ensure robust public accountability**

**To achieve this we aim to:**

- exercise appropriate leadership in the community which effectively engages with local people, partnerships and other stakeholders and develops constructive accountable relationships.
- take 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
- make best use of human resources by taking an active and planned approach to meet responsibility to employees.

	<b>In order to achieve our aims we will</b>	<b>Evidence (“what we have done”)</b>	<b>Responsibility</b>	<b>Current Position (“what we will do”)</b>
1.	Make clear to whom we are accountable and for what. Consider those institutional stakeholders to whom we are accountable and assess the effectiveness of the relationships and any changes required	Sustainable Community Strategy 2008-2018 Local Area Agreement 2008-2011 Corporate Strategy 2008-2013 Business Plans Local Strategic Partnership Ongoing review of partnership governance Use of Council’s website and civic newspaper	Partnerships Manager  Partnerships Manager  Executive Director (Legal & Democratic Services)  All service managers	New performance management framework being developed for the LSP  LSP constitution to be reviewed in 2010  Review governance arrangements for individual partnerships, including arrangements for monitoring and review.  Keep website format and content under review



	<p>2. Produce an annual report on the activity of the scrutiny function</p>	<p>Scrutiny Committee Annual Report</p>	<p>Overview &amp; Scrutiny Officer</p>	<p>To be produced annually. Annual Report for 2009/10 presented to Council in July 2010</p>
<p>3.</p>	<p>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 we operate effectively. Hold meetings in public unless there are good reasons for confidentiality. Ensure that arrangements are in place to enable the Council 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</p>	<p>Community Involvement and Engagement Strategy          Equalities Standard and equality Impact assessment process          Area Council's          Citizens Panel          Customer Contact Centre/Benefits &amp; Revenues Enquiry Team          Housing Benefits Panel establish for customer consultation          Asset Management Plan – strategy for DDA access compliance          Engagement Strategy</p>	<p>Head of PPP          Executive Director (Legal &amp; Democratic Services)          Head of HR          Area Council Team Leader          Head of PPP          Head of Benefits and Customer Services          Corporate Property Manager          Head of PPP</p>	<p>Toolkit to be developed by October 2010          Level 2 achieved          Agree and implement action plan to achieve Level 3 in 2010          Four surveys to be completed annually, together with feedback on progress to participants</p>
<p>4.</p>	<p>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</p>	<p>Engagement Strategy</p>	<p>Head of PPP</p>	

	for those consultees to demonstrate what has changed as a result	Council Website Budget Consultation Process Annual Report and Accounts; Annual Report published for 2008/09 Statement of Accounts	Head of IT Executive Director (Resources) Corporate Performance Manager Executive Director Resources	
5.	On an annual basis, publish a performance plan giving information on the Council's vision, strategy, plans and financial statements as well as information about our outcomes, achievements and the satisfaction of service users in the previous period			Annual report for 2009/10 by 30th June 2010
6.	Ensure that the Council as a whole is open and accessible to the community, service users and our staff and ensure that we have 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	Access to Information Procedure Rules FOI Guidance on website and ongoing staff training Complaints policy and procedures Customer Contact Centre/Benefits & Revenues Enquiry Team Equality Standard and equality impact assessment process Area Council's	Executive Director (Legal & Democratic Services) Executive Director (Legal & Democratic Services) Executive Director (Legal & Democratic Services) Head of Benefits and Customer Services Executive Director (Legal & Democratic Services) Head of HR Area Council Team	Ongoing training required Establish complaint recording via the Customer Contact Centre. Agree and implement action plan to achieve level 3 by 2010.

		Council website	Leader	
7.	Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making	JNCC Hyndsght published annually Annual staff survey / Times Best Council survey Regular team briefings / monthly Newsround process	Senior Marketing & Communications Officer Head of HR All service managers	Conduct staff survey in or around October 2010
8	Publish annually within the Council's annual Statement of Accounts an annual governance statement, incorporating conclusions from the annual governance review	Annual Governance Statement This local code of corporate governance	Executive Director (Resources) Executive Director (Legal & Democratic Services)	To be reviewed annually