

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

Supporting principles	Demonstrated by:
Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcome for citizens and service users.	<p>We promote the Council's purpose and vision</p> <p>We review on a regular basis the Council's vision for the local area and its implications for the Council's governance arrangements</p> <p>Our partnerships are underpinned by a common vision of their work that is understood and agreed by all partners</p> <p>We publish an annual report on a timely basis to communicate the Council's activities and achievements, its financial position and performance</p>
Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning	We agree 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 put in place effective arrangements to identify and deal with failure in service delivery
Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money	<p>We agree how value for money is to be measured and make sure that the Council or partnership has the information needed to review value for money and performance effectively.</p> <p>We give due regard to the environmental impact of policies, plans and decisions</p>

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

Supporting principles	Demonstrated by:
Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function	<p>We understand 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</p> <p>We understand the respective roles and responsibilities of other authority members, members generally and of senior officers</p>
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	<p>We have 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 Chief Executive is responsible and accountable to the Council for all aspects of management</p>

	<p>Protocols exist to ensure that the Leader and Chief Executive negotiate their respective roles and have a shared understanding of roles and objectives is maintained</p> <p>The S151 officer is 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</p> <p>The Monitoring Officer is responsible to the Council for ensuring that agreed procedures are followed. Heads of Service are responsible for ensuring that all applicable statutes and regulations are complied with</p>
<p>Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of the other</p>	<p>Protocols exist to ensure effective communication between members and officers in their respective roles 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)</p> <p>Effective mechanisms exist to monitor service delivery 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</p> <p>When working in partnership, members (of the partnership) are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the Council</p> <p>When working in partnership, there is clarity about the legal status of the partnership</p> <p>Representatives of organisations understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions</p>

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

Supporting principles	Demonstrated by:
<p>Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct</p>	<p>The Council's leadership sets a tone for the organisation by creating a climate of openness, support and respect ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the Council, its partners</p>

and effective governance	<p>and the community are defined and communicated through codes of conduct and protocols</p> <p>Arrangements will be in place 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>
Ensuring that organisational values are put into practice and are effective	<p>We 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>We have 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 develop and maintain an effective standards committee</p> <p>We 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 Council in pursuing the vision of a partnership.</p> <p>A set of agreed values exist against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively</p>

Dimension 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

Supporting principles	Demonstrated by:
Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny	<p>We 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> <p>We maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based</p> <p>Arrangements exist to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice</p> <p>An effective Regulatory & Audit Committee is established which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions</p>

	<p>of such a committee</p> <p>Effective, transparent and accessible arrangements are in place for dealing with complaints</p>
Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs	<p>Those making decisions whether for the Council 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</p> <p>Proper professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately</p>
Ensuring that an effective risk management system is in place	<p>Risk management is embedded into the culture of the Council, with members and managers at all levels recognising that risk management is part of their jobs</p> <p>Effective arrangements for whistle-blowing are in place to which officers, staff and all those contracting with or appointed by the Council have access</p>
Using their legal powers to the full benefit of the citizens and communities in their area	<p>The Council actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise their powers to the full benefit of their communities</p> <p>We recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on authorities by public law</p> <p>We 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>

Dimension 5: Developing the capacity and capability of members and officers to be effective

Supporting principles	Demonstrated by:
Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles	<p>We provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis</p> <p>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>Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group</p>	<p>We 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>We 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</p> <p>We 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</p>
<p>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</p>	<p>Effective arrangements are in place designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the Council</p> <p>Career structures are in place for members and officers to encourage participation and development</p>

Dimension 6: Engaging with local people and other stakeholders to ensure robust public accountability

Supporting principles	Demonstrated by:
<p>Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships</p>	<p>We consider those institutional stakeholders to whom the Council is accountable and assess the effectiveness of the relationships and any changes required produce an annual report on the activity of the scrutiny function</p>
<p>Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning</p>	<p>Clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements and ensure that they operate effectively hold meetings in public unless there are good reasons for confidentiality</p> <p>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>There is 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</p>

	<p>On an annual basis, we publish a performance plan giving information on the Council'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</p> <p>The Council 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</p>
Making best use of human resources by taking an active and planned approach to meet responsibility to staff	We maintain a clear policy on how staff and their representatives are consulted and involved in decision making