Subject: Code of Corporate Governance

Report to: Cabinet, 4th April 2016

Report by: Interim Head of Finance

SUBJECT MATTER/RECOMMENDATIONS

This report contains an update to the Council's Code of Corporate Governance, in accordance with best practice.

Recommendation:

That the updated Code of Corporate Governance is approved.

To delegate to the Monitoring Officer the power to make such changes to the Code of Corporate Governance as are necessitated by the Council's change to a Committee System from May 2016.

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1.   INTRODUCTION/BACKGROUND

1.1   The Code of Corporate Governance was approved by Audit and Risk Committee on 2nd February 2016.

1.2   Best practice recommends that the Code of Corporate Governance is revisited and updated on an annual basis.

1.3   Attached to this report contains the updated Code of Corporate Governance, which shows that good progress has been made in further embedding the Code of Corporate Governance, with deadlines and responsible officers for future action during 2016/17 incorporated into the document.

1.4   Due to the change to a Committee System from May 2016 approval is being sought to delegate to the Monitoring Officer the power to make such changes to the Code of Corporate Governance as are necessitated.

FINANCIAL IMPLICATIONS:
None

LEGAL IMPLICATIONS:
None

EXECUTIVE BOARD OR DIRECTOR CONSULTATION:
EMT consulted

2   RECOMMENDATIONS:

2.1   That the updated Code of Corporate Governance is approved.

2.2   To delegate to the Monitoring Officer the power to make such changes
       to the Code of Corporate Governance as are necessitated by the Council's
       change to a Committee System from May 2016.

Does this report raise any legal, financial, sustainability, equality, Crime and Disorder or Human Rights issues and, if so, have they been considered?	Issues	
	Legal	No
	Financial	No
	Risk	No
	Sustainability	No
	Crime and Disorder	No
	Human Rights	No
	Every Child Matters	No
	Equality	No
	EqIA Form completed	No

CODE OF CORPORATE GOVERNANCE

Author	Interim Head of Finance
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GREAT YARMOUTH BOROUGH COUNCIL

CODE OF CORPORATE GOVERNANCE

Contents

INTRODUCTION

"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 government bodies are directed and controlled and through which they account to, engage with and where appropriate, lead their communities"

Delivering Good Governance in Local Authorities (CIPFA/SOLACE 2007)

The CIPFA/SOLACE guidance "Delivering Good Governance in Local Authorities" identified six Core Principles against which local authorities should review their existing corporate governance arrangements and develop and maintain adopt a local code of governance. These principles are;

- *Focussing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area*

- *Members and officers working together to achieve a common purpose with clearly defined functions and roles*

- *Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour*

- *Taking informed and transparent decisions which are subject to effective scrutiny and managing risk*

- *Developing the capacity and capability of members and officers to be effective*

- *Engaging with local people and other stakeholders to ensure robust public accountability*

The Code of Governance has been prepared in accordance with the Guidance and will be reviewed by the Audit and Risk Committee on an annual basis.

Additionally authorities are required to prepare and publish an annual governance statement in accordance with this framework under Regulation 4(2) of the Accounts and Audit (Amendment) (England) Regulations 2006.

The Annual Governance Statement is a key corporate document. The Chief Executive Officer and the Leader of the Council have joint responsibility as signatories for its accuracy and completeness.

GREAT YARMOUTH BOROUGH COUNCIL: CODE OF CORPORATE GOVERNANCE

Core Principle 1 - Focussing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area
Our aims in relation to focussing on the purpose of the Council and outcomes for the community and creating and implementing a vision for the local area are to; 1.1 Exercise strategic leadership by developing and clearly communicating the authority's purpose, vision and its intended outcome for citizens and service users 1.2 Ensure users receive a high quality service whether directly, or in partnership, or by commissioning 1.3 Ensure that the authority 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:	Source documents	Further work on-going	Responsible Officer(s)	Deadline
1.1.1 Develop and promote the Council's purpose and vision	'The Plan' - Corporate Plan Medium Term Financial Strategy Council's Website			
1.1.2 Review on a regular basis the Council's vision for the local area and its impact on the authority's governance arrangements	'The Plan' - Corporate Plan Medium Term Financial Strategy Code of Corporate Governance Annual Governance Statement			
1.1.3 Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties	Constitution Each partnership will design its own terms of reference/legal framework/constitution as appropriate. It would be the responsibility of the GYBC officer attending to ensure that it fits in with the Council's current corporate priorities/plans.			
1.1.4 Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance	Annual Financial Report Annual Performance Report Council's Website			

In order to achieve our aims we will:	Source documents	Further work on-going	Responsible Officer(s)	Deadline
1.2.1 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	Performance Management Framework Residents' Surveys	Performance Management Framework to be reviewed once outcome of transformation is known and 'The Plan' - Corporate Plan has been reviewed	Transformation Programme Manager	31st December 2015
1.2.2 Put in place effective arrangements to identify and deal with failure in service delivery	Quarterly Projects and Measures Performance Report Performance Management Framework Complaints Procedure Monthly Financial Reports On line feedback	Performance Management Framework to be reviewed once outcome of transformation is known and 'The Plan' - Corporate Plan has been reviewed.	Transformation Programme Manager	31st December 2015
1.3.1 Decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions	Procurement Strategy Adopted Chartered Institute of Procurement & Supply (CIPS) Code of Ethics Report template (sustainability taken into account for Member decisions) Benchmarking reports	Impact on equality are required for all reports & Equality Impact Assessments are considered & completed on a risk based approach where required. Annual report on progress against equality objectives for EMT approval Jan/Feb.		

Core Principle 2 - Members and officers working together to achieve a common purpose with clearly defined functions and roles

Our aims in relation to Members and officers working together to achieve a common purpose with clearly defined functions and roles are to;

2.1 Ensure effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function

2.2 Ensure that a constructive working relationship exists between authority members and officers and the responsibilities of members and officers and carried out to a high standard

2.3 Ensure relationships between the authority, its partners and the public are clear so that each knows what to expect of the other

In order to achieve our aims we will:	Source documents	Further work on-going	Responsible Officer(s)	Deadline
2.1.1 Set out a clear statement of the respective roles and responsibilities of the Cabinet and of the Cabinet's members individually and the authority's approach towards putting this into practice	Constitution (Cabinet terms of reference) Record of decisions and supporting materials Member/Officer Protocol Member training	Committee form governance reviewed and to go to Council for review	CEO	24th November 2015
2.1.2 Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and of senior officers	Constitution (Statutory Officer positions, Terms of Reference for Committees, Member roles) Scheme of delegation Conditions of employment Member/Officer Protocol Conditions of Employment Job Descriptions			
2.2.1 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	Constitution (Scheme of delegation) Statutory provisions Member / Officer Code of Conduct EMT Forward Plan			

In order to achieve our aims we will:	Source documents	Further work on-going	Responsible Officer(s)	Deadline
2.2.2 Make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management	Chief Executive Officer designated Head of paid Service Constitution (Head of Paid Service responsibilities) Conditions of employment Member / Officer Code of Conduct Scheme of delegation Statutory provisions Job descriptions / specification Performance management system Signs Annual Governance Statement			
2.2.3 Develop protocols to ensure that the leader and chief executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained	Constitution Member/Officer Protocol			
2.2.4 Make a senior officer (usually the section 151 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control	Interim Head of Finance has been nominated as the Council's Chief Financial Officer. Constitution (Statutory Officers) Job description / specification Report template ensures consultation is undertaken with CFO before report considered by Members			
2.2.5 Make a senior officer (other than the responsible financial officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes, regulations are complied with (usually the monitoring officer)	NPlaw Solicitor has been nominated as the Council's Monitoring officer Constitution (Statutory Officers) Report template ensures consultation is undertaken with MO before report considered by Members			

In order to achieve our aims we will:	Source documents	Further work on-going	Responsible Officer(s)	Deadline
2.3.1 Develop protocols to ensure effective communication between members and officers in their respective roles	Member / Officer protocol Outside Bodies advice given to Members Member/Officer Codes of Conduct	Officer Code of Conduct being reviewed and to go to EMT for endorsement in December 15 and then to Council January 16	Cabinet Secretary & Deputy Monitoring Officer	
2.3.2 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)	Pay and conditions policies and practices Terms of Reference and Report Job evaluation Pay Policy Statement			
2.3.3 Ensure that effective mechanisms exist to monitor service delivery	Quarterly Projects and Measures Performance Report Complaints & Compliments Procedure Annual Financial Statements Annual Governance Statement			
2.3.4 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	'The Plan' - Corporate Plan Medium Term Financial Strategy Annual Statement of Accounts Budget Monitoring Annual Report Quarterly Projects and Measures Performance Report Consultation Annual Governance Statement Council's Website			

In order to achieve our aims we will:	Source documents	Further work on-going	Responsible Officer(s)	Deadline
2.3.5 When working in partnership ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority	Constitution (Standing Orders) Individual Partnership agreements Service Level Arrangements Advice given to members in relation to outside bodies – see role of Councillors in Constitution Procurement Strategy Adopted Chartered Institute of Procurement & Supply (CIPS) Code of Ethics Council's website			
2.3.6 When working in partnership: - 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.	Constitution Individual Partnership agreements if we are part of a partnership due to statutory responsibilities (ie responsible authorities etc) we would use the law to understand our commitment and responsibilities.) Service Level Arrangements Advice given to members in relation to outside bodies Procurement Strategy Adopted Chartered Institute of Procurement & Supply (CIPS) Code of Ethics Council's website			

Core Principle 3 - Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour
Our aims in relation to promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour are to; 3.1 Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance 3.2 Ensuring that organisational values are put into practice and are effective

In order to achieve our aims we will;	Source documents	Further work on-going	Responsible Officer(s)	Deadline
3.1.1 Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect	Constitution (Standing Orders) 1:1's Standards Committee has an overall view of conduct issues established by their terms of reference Member / Officer Code of Conduct Member / Officer Protocol Whistleblowing Policy Anti Fraud, Corruption & Bribery Policy Freedom of Information Policy statement and publication scheme Officer Register of gifts and hospitality Member and Parish Councillors Register of Interests Anti Money Laundering Policy	Performance Review process reviewed and trialled. Full roll out commenced in October 2015 Publication Scheme has been re-written to take into account the changes in FOI. The new scheme has been agreed by EMT and shared with group managers, it is about to be published on the Council's internet site. . Officer Code of Conduct being reviewed and to go to EMT for endorsement in December 15 and to Council January 16 Whistleblowing Policy, Anti Fraud, Corruption & Bribery Policy and Anti Money Laundering Policy being reviewed	Transformation Programme Manager / HR & Development Officer Manager Information Manager Cabinet Secretary & Deputy Monitoring Officer Internal Audit Consortium Manager & Corporate Risk Officer	 31st December 2015

In order to achieve our aims we will;	Source documents	Further work on-going	Responsible Officer(s)	Deadline
3.1.2 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 Code of Conduct Member / Officer Protocol Performance management system Complaints & Compliments procedures Anti Fraud, Corruption & Bribery Policy Whistleblowing Policy ICT Security Policy Anti Money Laundering Policy Officer Register of gifts and hospitality Member and Parish Councillors Register of Interests	Performance Review process reviewed and trialled. Full roll out commenced in October 2015 ICT Security policy currently being reviewed Officer Code of Conduct being reviewed and to go to EMT for endorsement in November 15 and to Council December 15 Whistleblowing Policy and Anti Fraud, Corruption & Bribery Policy and Anti Money Laundering Policy being reviewed	Transformation Programme Manager / HR & Development Officer Director – Customer Services & Group Manager – Customer Services Cabinet Secretary & Deputy Monitoring Officer Internal Audit Consortium Manager / Corporate Risk Officer	 30th September 2015 31st August 2016 31st December 2015
3.1.3 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	Standing orders Member/Officer Codes of conduct Financial regulations Anti Fraud, Corruption & Bribery Policy Whistleblowing Policy Members / Officers - Register of Interests Member / Officer – register of gifts & hospitality Officer induction and training (through 'Induction Check List' by Manager and E-Induction pack)	Whistle blowing Policy and Anti Fraud, Corruption & Bribery Policy being reviewed New Corporate Induction Course agreed by EMT 25th September 2015 and to be put in place.	Internal Audit Consortium Manager / Corporate Risk Officer HR Development Officer / Interim Head of HR	31st December 2015 31st March 2016

In order to achieve our aims we will;	Source documents	Further work on-going	Responsible Officer(s)	Deadline
3.2.1 Develop and maintain shared values including leadership values both for the organisation and staff reflecting public expectations and communicate these with members, staff, the community and partners	Codes of conduct 'The Plan' - Corporate Plan			
3.2.2 Put in place arrangements to ensure that procedures and operations are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice	Codes of conduct Contract Procedure Rules Anti Fraud, Corruption & Bribery Policy Whistleblowing Policy ICT Security Policy Anti Money Laundering Policy Internal Audit Reports	ICT Security Policy currently being reviewed Officer Code of Conduct being reviewed and to go to EMT for endorsement in December 15 and to Council January 16 Whistleblowing Policy, Anti Fraud, Corruption & Bribery Policy and Anti Money Laundering Policy being reviewed	Director – Customer Services & Group Manager – Customer Services Cabinet Secretary & Deputy Monitoring Officer Internal Audit Consortium Manager & Corporate Risk Officer	30th September 2015 31st August 2016 31st December 2015
3.2.3 Develop and maintain an effective standards committee	Agenda and minutes Terms of Reference Committee meets regularly Regular reporting to the authority			
3.2.4 Use the organisations shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority	Decision making practices 'The Plan' - Corporate Plan			

In order to achieve our aims we will;	Source documents	Further work on-going	Responsible Officer(s)	Deadline
3.2.5 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	Each partnership comes up with its own vision/values/action plan/decision-making system.			

Core Principle 4 - Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

Our aims in relation to taking informed and transparent decisions which are subject to effective scrutiny and managing risk are to;

4.1 Being rigorous and transparent about how decisions are taken and listening and acting on the outcomes of constructive scrutiny
4.2 Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs
4.3 Ensuring that an effective risk management system is in place
4.4 Using their legal powers to the full benefit of the citizens and communities in their area

In order to achieve our aims we will	Source documents/Processes	Further work on-going	Responsible Officer(s)	Deadline
4.1.1 Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the organisation's performance overall and of any organisation for which it is responsible	Constitution Scrutiny is supported by robust evidence and data analysis Agenda and minutes Work programme Training			
4.1.2 Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based	Record of decisions and supporting materials Report template Decision list published	Further work to review report template. Review of delegated Authority & publication of decision	Cabinet Secretary & Deputy Monitoring Officer	31st January 2016 31st January 2016
4.1.3 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	Members/ Officers Code of Conduct Member / Officers Register of Interests Declaration of Interests Code of Conduct Guidance to members/officers issued Standards Committee have responsibility for these issues	Officer Code of Conduct being reviewed and to go to EMT for endorsement in December 15 and to Council January 16.	Cabinet Secretary & Deputy Monitoring Officer	

In order to achieve our aims we will	Source documents/Processes	Further work on-going	Responsible Officer(s)	Deadline
4.1.4 Develop and maintain an effective audit committee (or equivalent) which is independent or make other appropriate arrangements for the discharge the functions of such a committee	Audit and Risk Committee Training Audit and Risk Committee Terms of reference Agenda and minutes Annual Governance Statement			
4.1.5 Put in place effective transparent and accessible arrangements for dealing with complaints	Complaints & Compliments procedure			
4.2.1 Ensure that those making decisions whether for the authority or partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications	Members' induction scheme Members Library Members Handbook Training Report templates Individual members to be allocated a dedicated officer from Member Services to provide support.			
4.2.2 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	Report template requires that consultation is undertaken with MO/ s151 before report considered by Members Record of decision making and supporting materials			

In order to achieve our aims we will	Source documents/Processes	Further work on-going	Responsible Officer(s)	Deadline
4.3.1 Ensure that risk management is embedded into the culture of the organisation , with members and managers at all levels recognising that risk management is part of their job	Risk Management Framework Corporate Risk Register Financial standards and regulations Service Planning Risk Management Training Risk Management is an Agenda Item on all Directorate meetings Group Plan Template created and in use by departments Auditors reports Report template Audit & Risk Committee Annual Governance Statement			
4.3.2 Ensure that arrangements are in place for whistle blowing to which staff and all those contracting with the authority have access	Whistle blowing policy Register of whistle blowing reports and actions taken Information for contractors Published on Internet	Whistle blowing Policy and Anti Fraud & Corruption Policy being reviewed	Internal Audit Consortium Manager & Corporate Risk Officer	31st December 2015
4.4.1 Actively recognise the limits of lawful activity placed on them by, for example the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities	Constitution Statutory provision Report templates / positive sign-off - increased consultation at pre report stage will enable issues to be fully explored before report is put to members			
4.4.2 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	Training Availability of professional legal advice Report templates / positive sign-off - increased consultation at pre report stage will enable issues to be fully explored before report is put to members			

In order to achieve our aims we will	Source documents/Processes	Further work on-going	Responsible Officer(s)	Deadline
4.4.3 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	Standing Orders Report template Constitution Statutory provision			

Core Principle 5 - Developing the capacity and capability of members and officers to be effective

Our aims in relation to developing the capacity and capability of members and officers to be effective are;

5.1 Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles
5.2 Developing the capability of people with governance responsibilities and evaluating their performance as an individual and as a group
5.3 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

In order to achieve our aims we will	Source documents/Processes	Further work on-going	Responsible Officer(s)	Deadline
5.1.1 Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis	Training Induction programme My Learning Tools – to identify training needs and preferred training method	Workforce Development Plan to be finalised after Performance Review roll out	Transformation Programme Manager / HR & Development Officer	31st March 2016
		New Corporate Induction Course agreed by EMT 25th September 2015 and to be put in place Ivy Learning migrated to an internet based system and to be re-launched. A Learning and Development Strategy to be developed.	HR Development Officer / Interim Head of HR	31st March 2016

In order to achieve our aims we will	Source documents/Processes	Further work on-going	Responsible Officer(s)	Deadline
5.1.2 Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the organisation	Training Induction programme Staff handbook My Learning Tools – to identify training needs and preferred training method 1:1's Group Plans S151 Officer protocol	Performance Review process reviewed and trialled. Full roll out commenced in October 2015. New Corporate Induction Course agreed by EMT 25th September 2015 and to be put in place Ivy Learning migrated to an internet based system and to be re-launched. A Learning and Development Strategy to be developed.	Transformation Programme Manager / HR & Development Officer HR Development Officer / Interim Head of HR	31st December 2015 31st March 2016
5.2.1 Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively	Personal Development Plans Member Training My Learning Tools – to identify training needs and preferred training method	Performance Review process reviewed and trialled. Full roll out commenced in October 2015 Workforce Development Plan to be finalised after Performance Review roll out New Corporate Induction Course agreed by EMT 25th September 2015 and to be put in place Ivy Learning migrated to an internet based system and to be re-launched. A Learning and Development Strategy to be developed	Transformation Programme Manager / HR & Development Officer HR Development Officer / Interim Head of HR	31st December 2015 31st March 2016

In order to achieve our aims we will	Source documents/Processes	Further work on-going	Responsible Officer(s)	Deadline
5.2.2 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	Personal Development Plans E-learning Package My Learning Tools – to identify training needs and preferred training method	Performance Review process reviewed and trialled. Full roll out commenced in October 2015 Workforce Development Plan to be finalised after Performance Review roll out New Corporate Induction Course agreed by EMT 25th September 2015 and to be put in place Ivy Learning migrated to an internet based system and to be re-launched. A Learning and Development Strategy to be developed	Transformation Programme Manager / HR & Development Officer HR Development Officer / Interim Head of HR	31st December 2015 31st December 2015 31st March 2016
5.2.3 Ensure that effective arrangements are in place for reviewing the performance of the authority 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 Framework	Performance Management Framework to be reviewed once outcome of transformation is known and 'The Plan' - Corporate Plan has been reviewed	Transformation Programme Manager	31st December 2015
5.3.1 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	Equality Impact Assessments on services and policies Area Committees Neighbourhood Boards / Forums Tenants Forum Networking Parish meetings Annual report on progress against equality objectives for EMT	Impact on equality are required for all reports & Equality Impact Assessments are considered & completed on a risk based approach where required.		

In order to achieve our aims we will	Source documents/Processes	Further work on-going	Responsible Officer(s)	Deadline
5.3.2 Ensure that career structures are in place for members and officers to encourage participation and development	Succession planning			

Core principle 6 - Engaging with local people and other stakeholders to ensure robust public accountability

Our aims in relation to engaging with local people and other stakeholders to ensure robust public accountability are to;

6.1 Exercise leadership through a robust scrutiny function which engages effectively with local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships
6.2 Take an active and planned approach to dialogue with and accountability to the public ensure effective and appropriate service delivery whether directly, in partnership or by commissioning
6.3 Make best use of human resources by taking an active and planned approach to meet responsibility to staff

In order to achieve our aims Scrutiny Committee will	Source documents/Processes	Further work on-going	Responsible Officer(s)	Deadline
6.1.1 Make clear to themselves, all staff and the community, to whom they are accountable and for what	Constitution Stakeholder / local connector identification Satisfaction Surveys Open Forums Ward / Group / Club visit Neighbourhood boards & Community panels			
6.1.2 Consider those institutional stakeholders to whom they are accountable and assess the effectiveness of the relationships and any changes required	Statutory provisions			
6.1.3 Produce an annual report on scrutiny function activity	Annual report			

In order to achieve our aims Scrutiny Committee will	Source documents/Processes	Further work on-going	Responsible Officer(s)	Deadline
6.2.1 Ensure that clear channels of communication are in place with all sections of the community and other stakeholders including monitoring arrangements to ensure that they operate effectively	Leaflets / Publications Technology – facebook Networking Press Release Stakeholder / local connector identification Ward / Group / Club identification and visit Face to face	Digital by Design programme Greyfriars House reception facilities have been redesigned and remodelled. Design and integrate Business facilities to promote the economy of the Borough into Town Hall facilities.	Director of Customer Services / Transformation Programme Manager	On-going 30th November 2015 28th February 2016
6.2.2 Hold meetings in public unless there are good reasons for confidentiality	Constitution Access to information rules			
6.2.3 Ensure 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	Budget Consultation Meeting 'The Plan' - Corporate Plan	Digital by Design programme Greyfriars House reception facilities have been redesigned and remodelled. Design and integrate Business facilities to promote the economy of the Borough into Town Hall facilities	Director of Customer Services / Transformation Programme Manager	On going 30th November 2015 28th February 2016
6.2.4 Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users including a feedback mechanism for those consultees to demonstrate what has changed as a result	Media and Publicity Protocols Budget Consultation meeting Social Networking Policy for employees Social Networking Policy for Members			

In order to achieve our aims Scrutiny Committee will	Source documents/Processes	Further work on-going	Responsible Officer(s)	Deadline
6.2.5 On an annual basis, publish a performance plan giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period	Annual Performance Report Annual financial Report 'The Plan' - Corporate Plan			
6.2.6 Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so	Constitution Customer service standards Freedom of Information Act/Publication Scheme Member / Officer Code of Conduct Training undertaken Whistle blowing Policy Anti Fraud and Corruption Policy Data Protections Policy ICT Security Policy Anti Money and Laundering Policy	Publication Scheme has been re-written to take into account the changes in FOI. The new scheme has been agreed by EMT and shared with group managers, it is about to be published on the councils internet site. ICT Security Policy is being reviewed. Officer Code of Conduct being reviewed and to go to EMT for endorsement in December 15 and to Council January 16 Whistle blowing Policy and Anti Fraud & Corruption Policy and Anti Money Laundering Policy being reviewed	Information Manager Director – Customer Services & Group Manager – Customer Services Cabinet Secretary & Deputy Monitoring Officer Internal Audit Consortium Manager & Corporate Risk Officer	31st August 2016 31st December 2015

In order to achieve our aims Scrutiny Committee will	Source documents/Processes	Further work on-going	Responsible Officer(s)	Deadline
6.3.1 Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making	Constitution Personal Development Plans HR Policies	Performance Review process reviewed and trialled. Full roll out commenced in October 2015 Workforce Development Plan to be finalised after Performance Review roll out	Transformation Programme Manager / HR & Development Manager	31st December 2015 31st December 2015