

## Code of Corporate Governance: Review of Governance Arrangements

<b>Focusing on the purpose of the Council and on outcomes for the community; and creating and implementing a vision for Huntingdonshire</b>					
<b>Supporting Principles</b>	<b>Specific requirements</b>	<b>Current Position</b>	<b>Compliance – Yes/No &amp; action to be completed</b>	<b>Lead Officer</b>	<b>Evidence/source documents</b>
Exercising strategic leadership by developing and clearly communicating the Council's purpose and vision and its intended outcome for citizens and service users.	Develop and promote the Council's purpose and vision.	Growing Success, a corporate plan sets out the Council's vision and objectives for Huntingdonshire. A process is underway also to update the Community Strategy for Huntingdonshire which sets out.	Yes	Head of Policy & Strategic Services	Growing Success – vision and outcomes/ District Wide articles Communications Plan used as a basis for: Corporate and service planning. Shaping the community strategy. Local area or performance agreements.
	Review on a regular basis the Council's vision for the local area and its implications for the Council's governance arrangements	Growing Success is revised annually. Performance data for the priorities and objectives are reviewed quarterly. The Community Strategy is revised annually with a substantial review every three years and performance data on priorities.	Yes	Head of Policy & Strategic Services	Reports to Cabinet, Overview & Scrutiny panels and Governance code.

### Code of Corporate Governance: Review of Governance Arrangements

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	Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties.	A Partnership Framework has been adapted and is being used to review and develop partnerships.	Ongoing – pilot completed by Autumn 2007	Head of Policy & Strategic Services	Partnership framework. “Health Check”. Governance code.
	Publish an annual report on a timely basis to communicate the Council’s activities and achievements, its financial position and performance.	The Council does not publish an annual report. (after consulting stakeholders) Annual financial accounts are prepared & published in accordance with legislation. Other activities and achievements are represented through Growing Success and/or specific reports/statements communications and marketing activity.	Yes	Head of Financial Services  Head of Policy & Strategic Services	Statement of accounts 2006/07 Growing Success. District Wide.  Annual financial statements Annual service plans.

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Ensuring that users receive a high quality of service whether directly, or through partnership or by commissioning.	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.	Overall levels of satisfaction are measured annually through representative samples (HDC Annual Survey, BVPI, Satisfaction Survey, and Quality of Life Survey). Results made available to services for service planning.	Yes	Head of Policy & Strategic Services	Growing Success - High Quality services.  Corporate plan. Annual service plans. Medium-term financial strategy. Resourcing plan.
	Put in place effective arrangements to identify and deal with failure in service delivery.	Complaints system in place and under review.	Yes, complete review by Dec 2007	Head of Administration	Complaints procedure.

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<p>Ensuring that the Council makes best use of resources and that tax payers and service users receive excellent value for money.</p>	<p>Decide 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>Measure the environmental impact of policies, plans and decisions.</p>	<p>Use of Resources judgements Level 3. Comprehensive performance management framework in place.</p>	<p>Ongoing</p> <p>Value for money definition/measures to be developed.</p> <p>Environmental and other impacts to be considered during strategy development, E.G. Environmental Strategy, Local Community Strategy, Cultural Strategy.</p> <p>The results are reflected in Council's performance plans and in reviewing the work of the Councils.</p>	<p>Head of Policy &amp; Strategic Services,</p>	<p>Use of Resources May 2007. Value for Money.</p>

## Code of Corporate Governance: Review of Governance Arrangements

Supporting Principles	Specific requirements	Current Position	Compliance – Yes/No & action to be completed	Lead Officer	Evidence/source documents
<p>Ensuring effective leadership throughout the Council and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function. Ensuring that a constructive working relationship exists between members and employees and that the responsibilities of members and employees are carried out to a high standard.</p>	<p>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.</p>	<p>Included in the Constitution - Roles and responsibilities of the executive members. Executive responsibilities of executive councillors reported annually to Council and any interim changes.</p>	<p>Yes</p>	<p>Head of Administration</p>	<p>Constitution. Schedule of executive responsibilities (Part 3 Table 3 &amp; Part 2 Article 7).  Record of decisions and supporting materials.</p>
	<p>Set out a clear statement of the respective roles and responsibilities of other members, members generally and of senior employees.</p>	<p>Included in the constitution –</p>	<p>Yes</p>	<p>Head of Administration</p>	<p>Constitution, Roles and responsibilities of all councillors (Part 2 Article 2) Role of overview &amp; scrutiny (Part 2 Article 6). Role of regulatory &amp; other committees (Part 2 Article 8 &amp; Part 3 Table 2).</p>

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					Role of Standards Committee (Part 2 Article 9). Roles and responsibilities of senior employees (Part 2 Article 12 & Part 7). ‘Signpost’ – a guide to members’ responsibilities.
	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.	Included in constitution. Biennial review of constitution. Constitution updated electronically and loose leaf to incorporate legislative or other change	Yes	Head of Administration	Powers reserved to Council (Part 2 Article 4). Scheme of Delegation included in the Constitution (Part 3 Table 4).

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	Make a chief executive or equivalent responsible and accountable to the Councils for all aspects of operational Management.		Yes	Head of Administration	Constitution. Functions of chief executive and head of paid service defined in the constitution – Employees (Part 2 Article 12) & Management Structure (Part 7).
	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.	To be included in constitution	Ongoing  Amendment to be made to protocol on Member/Employee Relations in Part 5 of constitution	Head of Administration	Constitution

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	<p>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.</p>	<p>Director of Commerce &amp; Technology designated S151 officer - April 2001.</p>	<p>Yes</p>	<p>Director of Commerce &amp; Technology</p>	<p>Constitution. Designated April 2007. Functions of Chief Finance Officer defined in constitution – Employees (Part 2 Article 12); Code of Financial Management (Part 4 para 1. 9) and Management Structure (Part 7). The Code was last reviewed by Members in June 2007.</p> <p>Job description/ specification.</p>
	<p>Make a senior officer (the Monitoring Officer) responsible to the Council for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with.</p>	<p>Constitution designated role for Monitoring Officer.</p>	<p>Yes</p>	<p>Director of Central Services</p>	<p>Constitution. Functions of Monitoring Officer defined in the constitution - Employees (Part 2 Article 12) &amp; Management Structure (Part 7).</p>



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Ensuring relationships between the Council, its partners and the public are clear so that each knows what to expect of the other.	Develop protocols to ensure effective communication between members and employees in their respective roles.	Set out in Constitution	Yes	Head of Administration	Protocol on Member/Employee Relations included in the constitution (Part 5).
	Set out the terms and conditions for remuneration of members and employees and an effective structure for managing the process, including an effective remuneration panel (if applicable).	Members' scheme included in Constitution.  All employees are subject to annual appraisals at which performance is evaluated.	Yes  Yes	Head of Administration  Head of Human Resources & Payroll Services	Members Allowances Scheme included in constitution (Part 6).  Scheme reviewed by Independent Remuneration Panel every 4 years.  Performance review/appraisal.  Annual evaluation by external consultants.  Pay and conditions. Annual Pay negotiations.  Employment policies and practices.

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	Ensure that effective mechanisms exist to monitor service delivery.	Comprehensive Performance Management system in place	Yes	Head of Policy & Strategic Services	
	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.	Community Strategy and Growing Success in place. Annual reporting on performance and updating. Short to medium term priorities identified, action plans developed to promote achievement. . Huntingdonshire Strategic Partnership in place and development programme initiated to ensure HSP is both consultative and representative of local communities.	Yes  Comprehensive review currently underway.  Updated Consultation and Engagement strategies and communications and Marketing Strategies under development	Head of Policy & Strategic Services	Community Strategy. Growing Success. Growing Success Review process. Community Strategy Review.

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		Growing Success - Plan in place that determines the direction, priorities and objectives of the Council and incorporates a comprehensive performance management framework. Updated Dec 2006.	Yes - Annual review and quarterly reports of Growing Success	Head of Policy & Strategic Services	Growing Success and Quarterly Performance reports
		Service Plans - the development of service plans has been revised, taking into account Growing Success and Council priorities. Improved monitoring has been introduced through the performance management framework. Incorporated into Growing Success, the Council's corporate plan and Best Value Performance Plan.	Yes	Head of Policy & Strategic	



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Ensuring members and employees exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance.	Ensure that the Council’s leadership sets a tone for the organisation by creating a climate of openness, support and respect.	Members Code of Conduct included in The constitution (Part 5).	Yes	Head of Administration	Constitution. Website. Intranet.
		Employees Code of Conduct - included in The constitution (Part 5).	Yes	Head of Administration	
		Complaints procedure - in place and available on website and on request.	Yes	Head of Administration	
		Dignity at Work Policy - approved by Employment Panel in 2005 and available on the intranet.	Yes	Head of Human Resources & Payroll Services	Last review December 2006 by Corporate Governance Panel.
		Anti-fraud and Corruption Policy - agreed by Cabinet in January 2004. - reviewed annually.	Yes	Head of Financial Services	

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		Members Planning Code of Good Practice included in constitution (Part 5).	Yes	Head of Administration	
		Members Licensing Code of Good Practice included in constitution (Part 5).	Yes	Head of Administration	
		Protocol for Community Leadership by Members included in constitution (Part 5).	Yes	Head of Administration	
		Whistle Blowing procedure – available on intranet and reported annually to Corporate Governance Panel, 24/7 phone Lines and web form available	Yes	Head of Financial Services	

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	Ensure that standards of conduct and personal behaviour expected of members and employees, of work between members and employees and between the Council, its partners and the community are defined and communicated through codes of conduct and protocols.	Members Code of Conduct included in the constitution (Part 5).	Yes	Head of Administration	Constitution. Members'/employees' code of conduct performance. Management system.
		Members Planning Code of Good Practice included in constitution (Part 5)	Yes	Head of Administration	Constitution.
		Members Licensing Code of Good Practice included in constitution (Part 5).	Yes		
		Dignity at Work Policy - approved by Employment Panel and available on the intranet.	Yes	Head of Human Resources & Payroll Services	Last review December 2006 by CG Panel.

**Code of Corporate Governance: Review of Governance Arrangements**

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		Complaints procedure - in place and available on website and on request.	Yes	Head of Administration	Web site. Complaints procedures.
		Anti-fraud and Corruption Policy - agreed by Cabinet in January 2004. Reviewed annually.	Yes	Head of Financial Services	Anti-fraud and - corruption policy.
		Performance appraisals for employees undertaken annually with half yearly reviews.	Yes	Head of Human Resources & Payroll Services	Performance appraisal
		Protocol for Community Leadership by Members included in constitution (Part 5).	Yes	Head of Administration	Constitution.



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	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.	Register of Members' Interests (forming part of Members Code of Conduct).	Yes	Head of Administration	Register held by Monitoring Officer. Annual reminders issued to members.
		Employees' Code of Conduct - Approved and included in Constitution	Yes	Head of Administration	Notification to all employees and registers held for registrations under the Code. Pro formas and explanations posted on intranet.

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Ensuring that organisational values are put into practice and are effective.	Develop and maintain shared values including leadership values for both the organisation and employees reflecting public expectations, and communicate these with members, employees, the community and partners.	Organisational Key values and Behaviours implemented as part of the appraisal system May 2007	Yes	Head of Administration	Codes of conduct.
	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.	Members Code of Conduct included in the constitution (Part 5).	Yes	Head of Administration	Constitution. Regular and ongoing training for members. Codes of conduct.

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	Develop and maintain an effective Standards Committee.	Standards Committee in place terms of reference included in the Constitution.	Yes	Head of Administration	Committee chaired by independent person and contains two other independent persons and two representatives of town and parish councils. Terms of reference Regular reporting to the Council.
	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.	Constitution	Yes	Head of Administration	Constitution. Council procedure rules. Cabinet procedure rules. Overview and Scrutiny procedure rules. Access to information procedure rules. - all included in Part 5 of constitution. Decision-making practices.

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	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.	A Partnership framework is currently being used to assess partnerships including the extent to which they pursue agreed objectives. New partnerships will be subject to this requirement.	Yes	Head of Policy & Strategic Services	Partnership framework.
Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny.	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.	Overview and Scrutiny procedures documented in constitution and operating effectively. Annual review highlights development areas.	Yes, but subject to continued development.	Head of Administration	Constitution. Annual report in Overview & Scrutiny and action Plan.

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	Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based.	Constitution	Yes	Head of Administration	Cabinet procedure rules (Part 5 of constitution). Overview and Scrutiny procedure rules (part 5 of constitution). Record of executive decisions documenting supporting information – on intranet and website. Report template documenting regard to decision implications – retained for public inspection.
	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.	Constitution	Yes	Head of Administration	Constitution. Members' Code of Conduct included in Part 5 constitution. Employees' Code of Conduct included in Part 5 of Constitution.

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	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	In place	Yes	Head of Administration	Constitution - Member training in place. Terms of reference included in Table 2 of Part 3 of Constitution.
	Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints.	Complaints procedure, in place on website.	Yes, complaints procedure under review to ensure compliance with current good practice.	Head of Administration	Complaints procedure.

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Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs.	Ensure that 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	Members' induction scheme is in place for new Members. Specific training is provided for Members who sit on the <ul style="list-style-type: none"> <li>• Licensing Panel/Committee</li> <li>• Development Control Panel</li> <li>• Standards Committee</li> <li>• Overview &amp; Scrutiny</li> <li>• Corporate Governance</li> </ul> Member champions listed in Table 5 of Part 3 of constitution.	Yes, continuous development of information presentation. E.G. customer satisfaction and development data to aid decision making.	Head of Administration  Head of Policy & Strategic Services	Training programme in place for members with personal records of training attended. Skills audit of members undertaken. Personal development plans to be prepared for members. Template for preparation of written reports.
	Ensure that proper professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately.	Template for reports showing regard to legal, financial, risk, equalities and other relevant matters.	Yes	Head of Administration	Report template.  Record of decision making and supporting materials.

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<p>Ensuring that an effective risk management system is in place.</p>	<p>Ensure that risk management is embedded into the culture of the Councils, with members and managers at all levels recognising that risk management is part of their jobs.</p>	<p>Risk management strategy approved by Cabinet in January 2004 and reviewed/amended by Corporate Governance Panel in June 2007. Risk register in place and Risk software purchased. Training provided to Corporate Governance Panel and other Members. Cabinet take decision's on treatment of 'very high' residual risks. Risk Management Group in place &amp; meets regularly. Annual report to COMT.</p>	<p>Yes, with ongoing development including identifying risk when presenting information to members to support decision making.</p>	<p>Head of Financial Services</p>	<p>Risk management strategy. Risk Register. Training programme. Cabinet decisions on high residual risks. Minutes of Risk management group.</p>



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	Ensure that effective arrangements for whistle-blowing are in place to which employees and all those contracting with or appointed by the Council have access	Whistleblowing Policy and Procedure has been adopted, and is available on the Internet and Intranet. Reviewed annually. Publicised across the District. 24/7 phone line and web form available for complainants use.	Yes	Head of Financial Services	Policy & Procedure last reviewed by CGP December 2006 together with summary of concerns raised. Publicity in District Wide. Winter 2006 edition. Intranet.
Using legal powers to the full benefit of the citizens and communities in their area.	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.	Internal legal advice provided and specialist external legal advice obtained as necessary. Proposed checklist re legal advice to be introduced Sept 2007 for committee reports. Legal procedures /requirements set down in Council documents e.g. Constitution; Code of Procurement. Law reports/legal guidance circulated to relevant sections and on intranet e.g. Data Protection & RIPA.	Yes	Head of Legal and Estates  Head of Legal and Estates  Head of Legal and Estates	Constitution. Report template

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	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.	As above	Yes		
	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.	As above	Yes		

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<p>Making sure that members and employees have the skills, knowledge, experience and resources they need to perform well in their roles.</p>	<p>Provide induction programmes tailored to individual needs and opportunities for members and employees to update their knowledge on a regular basis.</p>	<p>Members' induction scheme is in place for new Members.                      Specific training is provided for Members who sit on the</p> <ul style="list-style-type: none"> <li>• Licensing Panel</li> <li>• Development Control Panel</li> <li>• Standards Committee</li> <li>• Overview &amp; Scrutiny</li> <li>• Corporate Governance</li> </ul> <p>Training and development plan &amp; individual member records.                      Personal development plans to be developed for members.                      Individual programmes in place for new employees, personal Development Plans prepared for employees as part of appraisal process.</p>	<p>Yes</p>	<p>Head of Administration                       Head of Human Resources &amp; Payroll Services</p>	<p>Training programme in place for Members with personal records of training attended.</p>

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	Ensure that the statutory employees have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the Councils.	Job descriptions / specifications in place for all Directors & Heads of Service.	Yes	Head of Administration  Head of Human Resources & Payroll Services	Members training and development plan.
Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group.	Assess the skills required by members and employees and make a commitment to develop those skills to enable roles to be carried out effectively.	Skills audit of members undertaken targeted training designed to address skills deficit.  Skills of employees assessed as part of the annual appraisal process	Yes, ongoing	Head of Administration  Head of HR & Payroll Services	Members training and development plan.  Appraisal system.

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	Develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed.	Training and development plan reflects requirements of members including: — the ability to scrutinise and challenge — the ability to recognise when outside advice is required — advice on how to act as an ambassador for the community — leadership and influencing skills	Yes	Head of Administration	Training and development plan for members.
	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.	Review of Cabinet performance against corporate plan targets by Overview and Scrutiny.	Yes	Head of Administration	Performance management system and reports

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<p>Encouraging new talent for membership of the Council so that best use can be made of individuals' skills and resources in balancing continuity and renewal.</p>	<p>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>	<p>Petitions to full Council.            Procedure for public to raise issues for scrutiny.            Regular liaison meetings with local association of town and parish councils.            Town centre management initiatives.            Regular meetings with local retail and business companies.</p>	<p>Yes</p>	<p>Head of Administration             Head of Policy &amp; Strategic Services</p>	<p>Constitution.            Website.            Satisfaction Survey.            Consult and Engagement strategy.            Partnership arrangements and framework.</p>
	<p>Ensure that career structures are in place for members and employees to encourage participation and development.</p>	<p>Training and development plan for members.            Personal development plans for members to be completed.             Annual training and development programme for employees, including management development.</p>	<p>Yes</p>	<p>Head of Administration             Head of HR &amp; Payroll Services</p>	<p>Temp and Development Plan.             Appraisal system.</p>

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<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>	<ul style="list-style-type: none"> <li>• Make clear to themselves, all employees and the community to whom they are accountable and for what.</li> <li>• Consider stakeholders to whom the Council is accountable and assess the effectiveness of the relationships and any changes required.</li> </ul>	<p>Developing a Consultation and Engagement strategy</p> <p>Working to develop a sustainable Community Strategy and the Huntingdonshire Strategic Partnership to achieve these principles</p>	<p>In progress Cabinet Autumn 2007</p> <p>In progress approve by Spring 2008</p>	<p>Head of Policy &amp; Strategic Services</p>	<p>Community Strategy.</p>
	<ul style="list-style-type: none"> <li>• Produce an annual report on the activity of the scrutiny function.</li> </ul>	<p>Annual report of overview and scrutiny function produced annually that highlights performance, explains role and encourages public participation.</p>	<p>Yes</p>	<p>Head of Administration</p>	<p>Annual report published on internet and distributed widely.</p>

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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 Councils, in partnership or by commissioning	<ul style="list-style-type: none"> <li>Ensure 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</li> </ul>	Parish and other community planning processes used to review community strategy.	Yes	Head of Policy & Strategic Services	Community Strategy development process.
	<ul style="list-style-type: none"> <li>Hold meetings in public unless there are good reasons for confidentiality</li> </ul>	Huntingdonshire Strategic Partnership in place and development programme initiated to ensure HSP is both consultative and representative of local communities.	Yes	Head of Policy & Strategic Services	Terms of reference minutes, etc.



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	Ensure that arrangements are in place to enable the Councils to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands.	Community safety area task groups. Ramsey 'Area Partnership. Community Action Partnerships. Oxmoor Opportunities Partnerships. Town centre management initiatives.	Yes	Head of Policy & Strategic Services	
		District Wide' has been used to seek the views of local residents and to inform them about Council Services.		Head of Policy & Strategic Services	District Wide.

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		<p>Consultation &amp; Communication strategy - Updated strategy and action plan approved by Cabinet March 2005. Guidance and training provided for employees. Implement Plan requires preparing and implement communication plans.</p>		Head of Policy & Strategic Services	<p>Draft Communications and Marketing Strategy. Draft Consultation and Engagement Strategy.</p>
		<p>Publication of decisions via website completed in May 2003. Further developments planned to provide for the monitoring of decisions implementation.</p>		Head of Policy & Strategic Services	
		<p>All members held in public are less confidential.</p>		Head of Policy & Strategic Services	

### Code of Corporate Governance: Review of Governance Arrangements

Supporting Principles	Specific requirements	Current Position	Compliance – Yes/No & action to be completed	Lead Officer	Evidence/source documents
	<p>Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about including a feedback mechanism for those consultees to demonstrate what has changed as a Result.</p>	<p>Consultation and engagement strategy Annual (HDC) satisfaction survey.</p>	<p>Yes, but subject to customers review and development</p>	<p>Head of Policy &amp; Strategic Services</p>	<p>Draft Consultation and Engagement Strategy. Partnership Framework. Communications and Marketing Strategy.</p>
	<p>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 its outcomes, achievements and the satisfaction of service users in the previous period.</p>	<p>Growing Success. Annual accounts. Following consultation with stakeholders the decision was taken not to publish an annual report.</p>	<p>Yes</p>	<p>Head of Policy &amp; Strategic Services  Head of Financial Services</p>	<p>Growing Success 2006/07  Statement of accounts 2006/07</p>

### Code of Corporate Governance: Review of Governance Arrangements

Supporting Principles	Specific requirements	Current Position	Compliance – Yes/No & action to be completed	Lead Officer	Evidence/source documents
	Ensure that the Council as a whole is open and accessible to the community, service users and its employees 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.	Rights of citizens documented in Article 3 of Part 2 of constitution and access to information procedure rules contained in Part 4 of constitution.	Yes	Head of Administration	Constitution.
		Approved Freedom of Information publication scheme in place. Published on website. Update and monitoring procedure in place.		Head of IMD	Publication Scheme

### Code of Corporate Governance: Review of Governance Arrangements

Supporting Principles	Specific requirements	Current Position	Compliance – Yes/No & action to be completed	Lead Officer	Evidence/source documents
		Forward plan - Prepared regularly and published on the internet.		Head of Administration	
		Decision records - Delegated decisions to executive councillors and employees. Agenda, reports, minutes and decision records published to website.		Head of Administration	Website.
		Consultation & Communication strategy - Updated strategy and action plan approved by Cabinet March 2005. Guidance and training provided for employees. Implement Plan requires preparing and implement communication plans		Head of Policy & Strategic Services	

## Code of Corporate Governance: Review of Governance Arrangements

<b>Supporting Principles</b>	<b>Specific requirements</b>	<b>Current Position</b>	<b>Compliance – Yes/No &amp; action to be completed</b>	<b>Lead Officer</b>	<b>Evidence/source documents</b>
Making best use of human resources by taking an active and planned approach to meet responsibility to employees	Develop and maintain a clear policy on how employees and their representatives are consulted and involved in decision making.	Employee Liaison Advisory Group (ELAG) has written constitution for the purpose of consultation with and representation of employees.	Yes	Head of HR & Payroll Services	