**Focusing on the purpose of the Council and on outcomes for the community; and creating and implementing a vision for Huntingdonshire**

| Supporting Principles | Specific requirements | Sources of Assurance |
|---|---|---|
| Exercising strategic leadership by developing and clearly communicating the Councils purpose and vision and its intended outcome for citizens and service users. | Develop and promote the Council's purpose and vision. | Growing Success vision and outcomes |
| | Review on a regular basis the Councils vision for the local area and its implications for the Councils governance arrangements | Reports to Cabinet, Overview & Scrutiny panels and Governance code. |
| | Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties. | Partnership framework. "Health Check". |
| | Publish an annual report on a timely basis to communicate the Council's activities and achievements, its financial position and performance. | Communications Plan used as a basis for Corporate and service planning |
| 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. | Growing Success - High Quality services.<br><br>Corporate plan.<br>Annual service plans.<br>Medium-term financial strategy. |
| | Put in place effective arrangements to identify and deal with failure in service delivery. | Complaints procedure. |
| Ensuring that the Council makes best use of resources and that tax payers and service users receive excellent value for money. | 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.<br><br>Measure the environmental impact of policies, plans and decisions. | Use of Resources judgements. |

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

| Supporting Principles | Specific requirements | Evidence/source documents |
|---|---|---|
| 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. | 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. | Constitution. Schedule of executive responsibilities  Record of decisions and supporting materials. |
| | Set out a clear statement of the respective roles and responsibilities of other members, members generally and of senior employees. | Role of overview & scrutiny (Part 2 Article 6).  "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. | Scheme of Delegation included in the Constitution |
| | Make a chief executive or equivalent responsible and accountable to the Councils for all aspects of operational Management. | Functions of chief executive and head of paid service defined in the constitution |
| | 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 |
| | 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 | Functions of Chief Finance Officer defined in constitution |

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|  | financial records and accounts, and for maintaining an effective system of internal financial control. |  |
|  | 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. | Functions of Monitoring Officer defined in the constitution |
| 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. | Protocol on Member/Employee Relations included in the constitution |
|  | 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 Allowances Scheme included in constitution Scheme reviewed by Independent Remuneration Panel every 4 years.<br><br>Employees have a performance review/appraisal. |
|  | Ensure that effective mechanisms exist to monitor service delivery. | Quarterly Performance reports |
|  | 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. Growing Success and Quarterly Performance reports |
|  | 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:<br>• ensure that there is clarity about the legal status of the partnership<br>• ensure that representatives of organisations both understand and make clear to all other partners the extent of their Councils to bind their organisation to partner decisions. | Partnership Frameworks and results of reviews. |

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

| Supporting Principles | Specific requirements | Evidence/source documents |
|---|---|---|
| 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. | Constitution - Members Code of Conduct<br><br>Last review December 2006 by Corporate Governance Panel. |
| | 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. | Constitution.<br>Members'/employees' code of conduct |
| | 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 held by Monitoring Officer.  Annual reminders issued to members. |
| | | Notification to all employees and registers held for registrations under the Code.  Pro formas and explanations posted on intranet. |
| 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. | 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. | Constitution.<br>Regular and ongoing training for members.<br>Codes of conduct. |
| | Develop and maintain an effective Standards Committee. | Standards Committee in place |
| | 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 and<br>Organisational Key values and Behaviours |
| | In pursuing the vision of a partnership, agree a | Partnership framework. |

| | set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively. | |
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**Taking informed and transparent decisions which are subject to effective scrutiny and managing risk**

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| 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. | Constitution. Part 5 of constitution- Cabinet and Overview & Scrutiny procedure rules & record of executive decisions. |
| | 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 (Part 5) Cabinet procedure Overview and Scrutiny rules Record of executive decisions |
| | 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' and employees Code of Conduct included in constitution. |
| | 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 | Member training in place. |
| | Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints. | Complaints procedure. |
| 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 | Member training in place with personal records of training attended. Skills audit of members undertaken. |
| | Ensure that proper professional advice on matters that have legal or financial implications is available and recorded well in advance of | Report template. Record of decision making and supporting materials. |

| | decision making and used appropriately. | |
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| Ensuring that an effective risk management system is in place. | 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. | Risk management strategy. Risk Register. Training programme. . |
| | 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 |
| 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. | Constitution. Report template |
| | 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. | Constitution. Report template |
| | 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. | Constitution. Report template |

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

| | 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. | Members and employees Training programmes |
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| 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. | Members training and development plan. Appraisal system. |
| | 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 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. | Performance management system and reports |
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| 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. | 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. | Consult and Engagement strategy. |
| | Ensure that career structures are in place for members and employees to encourage participation and development. | Training and Development Plan.<br><br>. |

## 3.7 Engaging with local people and other stakeholders to ensure robust public accountability

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| Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships. | • Make clear to themselves, all employees and the community to whom they are accountable and for what.<br>• Consider stakeholders to whom the Council is accountable and assess the effectiveness of the relationships and any changes required. | Community Strategy. |
| | • Produce an annual report on the activity of the scrutiny function. | O & S Annual report published on internet |
| 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 | • 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 | Consultation and Engagement Strategy |
| | • Hold meetings in public unless there are good reasons for confidentiality | Terms of reference minutes, etc. |
| | 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 | Consultation and Engagement Strategy |

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| | explicit processes for dealing with these competing demands. | |
| | 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. | Consultation and Engagement Strategy. Partnership Framework. Communications and Marketing Strategy. |
| | 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. | Annual report Growing Success<br><br>Statement of accounts |
| | 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. | Constitution article 3 part 2 and access to information procedure rules |