DRAFT

MAIDSTONE BOROUGH COUNCIL

LOCAL CODE OF CORPORATE GOVERNANCE

MAY 2010

1. **Background**

1.1 The Council wholly subscribes to the principles of public life as set out by the Committee on Standards and Public Life (The Nolan Committee) in 1995 as follows:-

Selflessness – holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.

Integrity – holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity – in carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability – holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness – holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and actions and restrict information only when the wider public interest clearly demands.

Honesty – holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership – holders of public office should promote and support these principles by leadership and example.

1.2 The Council acknowledges the work undertaken by CIPFA/SOLACE on establishing a framework for corporate governance in local government. This work includes the 2007 guidance contained in the publication Delivering Good Governance in Local Government which sets out the six core principles that should underpin the governance arrangements for all public bodies.

2. **Core Principles of Corporate Governance**

2.1 The Council endorse the core principles and the supporting principles as set out in the CIPFA/SOLACE publication on Delivering Good Governance in Local Government, published in 2007 and intend to use these principles to monitor and control Corporate Governance in Maidstone Borough Council to ensure that the Authority is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

2.2 The core principles and supporting principles are as follows:-

1) The Authority will focus on the purpose and on outcomes for the community in creating and implementing a vision for the local area and will;

- Exercise strategic leadership by developing and clearly communicating the Authority's purpose and vision and its intended outcome for citizens and service users.

- Ensure that users receive a high quality of service whether directly, or in partnership, or by commissioning.

- Ensure that the Authority makes best use of resources and that tax payers and service users receive excellent value for money.

2) Members and officers will work together to achieve a common purpose with clearly defined functions and roles and will;

- Ensure effective leadership throughout the Authority and be clear about executive and non-executive functions and of the roles and responsibilities of the Scrutiny function.

- Ensure that a constructive working relationship exists between Authority Members and officers and that the responsibility of Members and officers are carried out to a high standard.

- Ensure relationships between the Authority, its partner and

the public are clear so that each knows what to expect of the other.

3) Members and officers will promote the core values for the Authority and demonstrate the values of good governance through upholding high standards of conduct and behaviour and will;

- Ensure Authority Members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance.

- Ensure that organisational values are put into place and are effective.

4) The Authority will take informed and transparent decisions which are subject to effective scrutiny and manage risk;

- Be rigorous and transparent about how decisions are taken in listening and acting on the outcomes of constructive scrutiny.

- Have good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs.

- Ensure that an effective risk management system is in place.

- Ensure they use their legal powers to the full benefit of the citizens of communities in their area.

5) The Authority will develop the capacity and capability of Members and officers to be effective and will;

- Make sure that Members and officers have the skills, knowledge, experience and resources they need to perform well in their roles.

- Develop the capability of people with governance responsibilities and evaluate their performance as individuals and as a group.

- Encourage new talent for membership of the Authority so that best use can be made of individual's skills and resources in balancing continuity and renewal.

6) The Authority will engage with local people and other stake holders to ensure robust public accountability and will;

- Exercise leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountable relationships.

- Take an active and planned approach to dialogue with the public to ensure effective and appropriate service delivery whether directly by the Authority, in partnership or by commissioning.

- Make best use of Human Resources by taking an active and planned approach to meeting responsibility to staff.

3. **Detailed Implementation of Core Principles of Corporate Governance**

3.1 In broad terms Maidstone Borough Council addresses Corporate Governance through the following main areas:-

a) **Constitution** – Constitution has a comprehensive scheme of delegation to Members and officers and therefore clearly sets out the arrangements for the provision of services. This includes effective Overview and Scrutiny, Standards and Audit arrangements. The Constitution is backed up by Codes of Conduct for both officers and Members;

b) **Vision** - The Council has a long term vision (through the sustainable community strategy) with short to medium term delivery through the Strategic Plan, which is reviewed annually. The delivery of priorities is related to funding availability and capacity through the Budget Strategy and is based on consultation with partners and public;

c) **Comprehensive Performance Management** - arrangements are in place incorporating strategic and service based risk management and business continuity. Reporting on performance is undertaken through quarterly reports on the Authority's Key Performance Indicators, six monthly reports on BVPIs and monthly reviews by officers of service performance through Reach the Summit. A six monthly review is undertaken of the Corporate Improvement Plan. The system of Performance Management runs in parallel with and is related to a comprehensive system of financial management;

d) **Partners and Public** – Partners and public are consulted regularly on the Authority's service priorities and budget issues and reports to the public on the Authority's issues and performance are undertaken through Borough Update and an annual report;

e) **Staffing** – There is a comprehensive Code of Conduct for officers and Corporate Governance is embedded in the Authority's core values through STRIVE which embeds customer service, delivery of performance, integrity and high standards of Corporate Governance and Value for Money and efficiency;

3.2 Attached at Appendix A is a schedule showing the detailed arrangements within Maidstone Borough Council for delivery of the core principles. The schedule shows the core principles, the supporting principles, the requirements for local authorities to deliver the principles, best practice examples of source documents and good principles and this Authority's arrangements to address the principles and best practice (with links to the source documents quoted). Where appropriate they will be developed and enhanced to ensure the highest level of Corporate Governance within the Authority.

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Chief Executive

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Leader

LOCAL CODE OF CORPORATE GOVERNANCE

UPDATED MAY 2010   **BASED ON 2007 CIPFA/SOLACE PRINCIPLES**

CORE PRINCIPLE

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	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
• Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcome for citizens and service users	• Develop and promote the authority's purpose and vision	• Used as a basis for: - Corporate and service planning - Shaping the community strategy - local area or performance agreements	• Sustainable Community Strategy adopted through LSP, following consultation with the public • Close links between strategic and financial planning with the Strategic Plan agreed and reviewed annually in parallel with Budget Strategy • Outcome focussed KPIs and developed and agreed

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
			between key managers and Cabinet Members to clearly measure the success of key objectives in the Strategic Plan • Communication Strategy and toolkit in place which incorporates consultation • Service Plans cascade from Strategic Plan • Email sent to all staff as part of consultation on draft Strategic Plan
	• Review on a regular basis the authority's vision for the local area and its impact on the authority's governance arrangements	• Governance code	• Strategic Plan reviewed annually alongside budget strategy to ensure priorities are being delivered • Annual review of Local Code of Corporate Governance
	• Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties	• Partnership protocol • Governance code	• Partnership protocol agreed which includes the requirement for a business case, risk assessment, exit strategy and other aspects of good management • Review of partnerships undertaken by Overview & Scrutiny Committee • Follow up actions implemented.

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	• Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance	• Annual financial statements • Annual business plan • Formal annual report	• Annual report prepared and published in Downs Mail and available on website • Annual report supplemented by articles in Borough Update • Annual report includes Summarised Financial Statements and details of carbon footprint.
• Ensuring that users receive a high quality of service whether directly, or in 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	• This information is reflected in the authority's: - Corporate Plan - annual business plan - medium-term financial strategy - resourcing plan - place survey every 2 years in order to ensure improvement	• Strategic Plan and Budget Strategy include Performance and resource requirements • Medium Term Financial Strategy plans resource requirements and affordability • Annual Best Value Performance Plan published each year • Summary of performance included in Council Tax leaflet sent to all households and businesses
	• Put in place effective arrangements to identify and deal with failure in service delivery	• Complaints procedure • 3 year programme of internal audit activity.	• Comprehensive Complaints procedures in place • Quarterly and annual report on complaints to Management Team Standards Committee • Ombudsman's annual report considered by Management Team and Standards Committee.

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
• Ensuring that the authority 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 authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions.	• The results are reflected in authority's performance plans and in reviewing the work of the authority.	• Value for Money Strategy agreed • Value for Money Working Group co-ordinates and initiates VFM agenda • RTS monitors performance at Business Unit level • Strategic Plan KPI's , supporting Local performance Indicators from the Best Value Performance Plan and National Indicators are reported regularly to Cabinet and Overview & Scrutiny Committee • Outcome focussed Key Objectives and LPIs. • Use of benchmarking and Price Book • Use of Resources Audit Commission Assessment

CORE PRINCIPLE

2. MEMBERS AND OFFICERS WORKING TOGETHER TO ACHIEVE A COMMON PURPOSE WITH CLEARLY DEFINED FUNCTIONS AND ROLES

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
• 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.	• Set out a clear statement of the respective roles and responsibilities of the executive and of the executive's members individually and the authority's approach towards putting this into practice.	• Constitution • Record of decisions and supporting materials	• Constitution sets out roles and responsibilities including a scheme of delegation • Protocol on relationships between Members and officers in place • All decisions recorded, distributed and published.
	• Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and senior officers.	• Constitution • Conditions of employment	• Constitution • Conditions of employment • Member & Officer Code of Conduct
• Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of members and officers are carried out to	• 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	• Constitution • Scheme of delegation • Statutory provisions	• Constitution and scheme of delegation • Regular review and amendment to Constitution to reflect changes • Member / Officer Protocol

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
a high standard.	account of relevant legislation, and ensure that it is monitored and updated when required.		• New legislation teamsite identifies lead officers for all new legislation and records steps taken
	• Make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management	• Conditions of employment • Scheme of delegation • Statutory provisions • Job descriptions/specification • Performance management system	• Chief Executive is Head of Paid Service with written conditions of employment and job description • Scheme of delegation included in Constitution • Regular Performance Appraisal by Members
	• 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.	• New chief executive and leader pairing consider how best to establish and maintain effective communication	• Informal meeting between Leader and Chief Executive after Annual Council to agree plan of action for year.
	• Make a senior officer (the S151 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.	• Section 151 responsibilities • Statutory provision • Statutory reports • Budget documentation • Job description/specification	• Director of Resources and Partnerships is Section 151 Officer • Member of Management Team • Responsibilities set out in Constitution/Financial Procedure Rules • Budget Strategy and other Finance reports presented by Director of Resources and Partnerships. • Job Description and conditions of employment in place

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	• Make a senior officer (usually the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with	• Monitoring Officer provisions • Statutory provisions • Job description/specification	• The Head of Legal Services is Monitoring Officer • Job description and conditions of employment in place • Responsibilities set out in Constitution • Member of Management Team
• Ensuring relationships between the authority, 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 officers in their respective roles	• Member/officer protocol	• Protocol in place for Member/Officer relationship
	• 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	• Independent Renumeration Panel in place for Members • Procedures agreed for agreeing pay and conditions for staff
	• Ensure that effective mechanisms exist to monitor service delivery	• Quarterly Reach the Summit Reports • Quarterly Performance Reports • Best Value Performance Plan	• RTS reports monthly on business units performance • KPIs, NIs and LPIs performance reported to Cabinet and Overview & Scrutiny Committee
	• 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	• Vision • Strategy • Corporate plans	• Communication Strategy in place • Vision, Sustainable, Community Strategy, Strategic Plans and Budget Strategy all developed with

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	stakeholders, and that they are clearly articulated and disseminated	• Budgets • Performance plan/regime	public consultation • Actual performance reported to public through quarterly performance reports, Annual Report and Council Tax publication
	• 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	• Protocols for partnership working. For each partnership there is: - a clear statement of the partnership principles and objectives	• Partnership protocol agreed • Partnerships agreed by Members • Partnerships include clear statements of principles and objectives • Partnership information on website
	• 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	- clarity of each partner's role within the partnership - definition of roles of partnership board members - line management responsibilities for staff who support the partnership - a statement of funding sources for joint projects and clear accountability for proper financial administration - a protocol for dispute resolution within the partnership	• Partnership protocol includes requirement for clarity of roles, responsibilities, governance arrangements and other relevant aspects • Financial requirements of Partnerships set out in Financial Regulations in Constitution • Shared services partnerships are subject to legal agreements.

CORE PRINCIPLE

3. PROMOTING VALUES FOR THE AUTHORITY AND DEMONSTRATING THE VALUES OF GOOD GOVERNANCE THROUGH UPHOLDING HIGH STANDARDS OF CONDUCT AND BEHAVIOUR

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
• Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance	• Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect		• Constitution • Effective Audit, Standards and Overview and Scrutiny Committees • STRIVE core values in Strategic Plan
	• 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 performance management system • Performance appraisal • Complaints procedures • Anti-fraud and corruption policy • Member/officer protocols	• Code of Conduct for Members • Performance appraisal processes in place • Staff Code of Conduct • Whistleblowing and Anti-Fraud and Corruption Policies in place • Audit Committee review policies • Member/Officer protocol agreed • Complaints procedures in place • STRIVE core values
	• Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in	• Standing orders • Codes of conduct • Financial regulations	• Constitution sets out requirements • Codes of Conduct in place • Financial Regulations in place and reviewed

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice.		
• Ensuring that organisational values are put into practice and are effective.	• Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations and communicate these with members, staff, the community and partners	• Codes of conduct	• Codes of Conduct in place • Core values STRIVE agreed
	• 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	• Codes of conduct	• Codes of Conduct in place
	• Develop and maintain an effective standards committee	• Terms of reference • Regular reporting to the Council	• Well established Standards Committee with Independent Members • Regular reports to Council
	• 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 authority	• Decision-making practices	• Reports to Executive and Management Teams include a range of implications including impact on Key Priorities

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	• 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	• Protocols for partnership working	• Partnership protocol agreed

CORE PRINCIPLE

4. **TAKING INFORMED AND TRANSPARENT DECISIONS WHICH ARE SUBJECT TO EFFECTIVE SCRUTINY AND MANAGING RISK**

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
• 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 authority's performance overall and that of any organisation for which it is responsible	• Scrutiny is supported by robust evidence and data analysis	• Well established Overview & Scrutiny structure which is regularly reviewed • Reports from Overview & Scrutiny Committees well received and effective • Scrutiny Partnership with neighbouring Authority. • New Scrutiny arrangements in relation to the Police in place for 2009/10 through External Overview and Scrutiny Committee • Regular training for scrutiny members, shared with neighbouring authorities to share best practice

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	• Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based	• Decision-making protocols record of decisions and supporting materials	• Constitution sets out delegation for decision making • Agreed report format to ensure all relevant details included • Agreed policy for recording decisions, including time for call-in by Overview & Scrutiny Committee • Procedure for urgent decisions including reporting to Council.
	• 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' Code of conduct	• Codes of Conduct in place • Whistleblowing policy in place • Declarations of Interest in place • Related Party Transactions Declarations in place • Register of Interests in place

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	• Develop and maintain an effective audit committee (or equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee	• Terms of reference • Membership • Training for committee members	• Audit Committee in place with terms of reference and composition in line with CIPFA recommendations • Regular training provided, some in partnership with neighbouring authority • Annual review of effectiveness of Audit Committee. • Proposals on shared audit being discussed including informal meetings with MKIP boroughs to share and develop best practice
	• Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints	• Complaints procedure	• Complaints procedures and reporting arrangements in place. Procedure set out in website
• 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 authority 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 • Training for committee chairs	• Members induction scheme implemented annually • Members training programme agreed annually • Periodic Member Briefing Sessions on current issues • Member Charter achieved in 2008/09

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	• 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	• Record of decision making and supporting materials	• Report format includes need to consider legal and financial implications • Modern.gov controls format, timescale and appropriate review of financial and legal implications.
• Ensuring that an effective risk management system is in place.	• Ensure that risk management is embedded into the culture of the authority, with Members and Managers at all levels recognising that risk management is part of their jobs	• Risk management protocol • Financial standards and regulations	• Strategic Risk Strategy and Register regularly reviewed and reported to Cabinet and Audit Committee. • Service Risk Management included in Service Plans process • Risk Management is included in standard report format • Recent survey shows good level of awareness
	• Ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the Authority have access	• Whistle-blowing policy	• Whistleblowing policy in place. Policy is promoted to staff and contractors.
• Using their 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 • Monitoring officer provisions • Statutory provision	• Constitution includes legal powers • Report format covers legal implications • New legislation is monitored by Monitoring Officer and Corporate Governance Working Group •

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	• 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		• Monitoring Officer in post and member of Management Team • Legal implications part of standard report format
	• 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	• Monitoring officer provisions • Job description/specification • Statutory provision	• Monitoring Officer in post and member of Management Team • Legal implications part of standard report format

CORE PRINCIPLE

5. DEVELOPING THE CAPACITY AND CAPABILITY OF MEMBERS AND OFFICERS TO BE EFFECTIVE

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
• Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles.	• Provide induction programmes tailored to individual needs and opportunities for members and officer to update their knowledge on a regular basis	• Training and development plan • Induction programme • Update courses/information	• Induction programme for new Members • Annual Training Plan for Members • Briefing Sessions for Members
	• 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 authority	• Job description/personal specifications membership of top management team	• Job descriptions and terms of employment in place • Members of Management Team • Members of Senior Management Team • Annual performance appraisal by Management Team • Legal partnership through MKIP enhances resilience.

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
• 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 officers and make a commitment to develop those skills to enable roles to be carried out effectively	• Training development plan	• Training Plans for Members and Officers • Investors in People accreditation • Annual Central training budget • Training Plans in place • Learning and Development Plans included in service plans • Officer review through Personal Appraisals Process. • Extensive officer Training Plan cascading from PAP process.
	• 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 reflect requirements of a modern councillor 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	• Training Plans in place • Member development policy in place, based on South East Employers Member Development Charter • Regular training for Audit, Standards and Overview and Scrutiny Committees.

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	• 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	• Regular reports by Executive to Overview and Scrutiny Committees. • Cabinet members report to Overview and scrutiny twice a year on their priorities and • Delivery of Key Performance Indicators regularly reported • Member development policy in place.
• 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.	• 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	• Strategic partnership framework • Stakeholders' forums' terms of reference • Area forums' roles and responsibilities • Residents' panel structure	• Effective LSP in place • Cabinet Roadshow • Overview and Scrutiny Meetings held in the Community • Communication and consultation strategy in place
	• Ensure that career structures are in place for members and officers to encourage participation and development	• Succession planning	• Succession planning policy in place

CORE PRINCIPLE

6. ENGAGING WITH LOCAL PEOPLE AND OTHER STAKEHOLDERS TO ENSURE ROBUST PUBLIC ACCOUNTABILITY

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
• 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 staff and the community to whom they are accountable and for what	• Sustainable Community strategy	• Sustainable Community strategy in place • Strong Overview and Scrutiny arrangements in place • Strong consultation processes.
	• Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required		• Communication Strategy in place and reviewed. • Complaints procedure and reporting arrangements in place • Effective LSP in place
	• Produce an annual report on the activity of the scrutiny function	• Annual report	• Annual Scrutiny report produced • Work programme for Scrutiny developed through workshops involving all Members

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
• 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.	• Ensure that clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements to ensure that they operate effectively	• Sustainable Community strategy • Processes for dealing with competing demands within the community	• Sustainable Community Strategy in place and reviewed. • Communications Strategy in place • Consultation on issues such as Budget options
	• Hold meetings in public unless there are good reasons for confidentiality		• Policy of holding meetings in public • Meetings webcast
	• Ensure that 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		• Communications Strategy in place and reviewed.

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	• 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	• Partnership framework • Communication strategy	• Partnership protocol agreed • Communication Strategy in place and reviewed.
	• 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 report • Annual financial statements • Corporate Improvement plan • Annual business plan • Annual Performance Plan	• Annual report produced • Annual financial statements agreed by Council • Corporate Improvement Plan and Best Value Performance Plan agreed by Council • All available on website
	• 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	• New Local Code of Corporate Governance adopted and reviewed annually • Constitution.
• Making best use of human resources by taking an active and planned approach to meet responsibility to staff.	• Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making	• Constitution	• People Strategy agreed • Staff Forum and Unit Manager's Group in place • Employment Panel in place