

ANNUAL CORPORATE GOVERNANCE STATEMENT 2018/19 – ANNEX 1

In the following tables the main principles of good governance are set out as the main headings A to G. The sub-principles within each of these is shown in bold type in the column ‘Good Practice Requirements’

A. Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law.		
Good Practice Requirements	Evidence Base and assessment	Other Information / Action
Behaving with integrity		
a) Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the Council.	Members Code of Conduct Officers Code of Conduct Officers Performance Appraisals Induction of new members and officers to include standards of behaviour Customer Service Standards	Responsible Officers: SMT and Service Heads Timescale: Ongoing
b) Ensuring members take the lead in establishing specific standard operating principles or values for the Council and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles).	Communicating shared values with members, officers, the community and partners	Responsible Officers: SMT and Service Heads Timescale: Ongoing
c) Leading by example and using the above standard operating principles or values as a frame work for decision making and other actions.	Decision making practices Declarations of interest at meetings and minutes recording these declarations Standards Committee Written procedures governing conduct at meetings	Responsible Officers: Strategic Management Team and Service Heads Timescale: Ongoing

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
<p>d) Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively.</p>	<p>The Constitution and the Council' which includes policies such as Anti-fraud and anti-corruption and Whistleblowing. Register of Members Interests Register of gifts and hospitality for member and officers. Complaints Procedure in place, with examples of action taken or improvements made following complaints Staff Briefings Core Brief Code of Conduct refers to a requirement to declare interests Minutes showing declarations of interest</p>	<p>Responsible Officers: SMT, Head of Legal & Democratic, Corporate Governance Group</p> <p>A revised anti-fraud and corruption policy has been drafted for adoption by the Council</p> <p>Timescale: Ongoing</p>
Demonstrating strong commitment to ethical values		
<p>a) Seeking to establish, monitor and maintain the Council's ethical standards and performance.</p>	<p>Members Code of Conduct Officers Code of Conduct Adoption of arrangements for dealing with standards allegations under the Localism Act 2011 Standards Advisory Committee Statement of Procurement Policy Scrutiny of ethical decision making</p>	<p>Responsible Officers: Head of Legal & Democratic, Head of Resources.</p> <p>Timescale: Ongoing</p>
<p>b) Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the Council's culture and operation</p>	<p>Training on the Members Code of Conduct and Officers Code of Conduct. Professional Code of Conduct</p>	<p>Responsible Officers: SMT and Service Heads</p> <p>Timescale: Ongoing</p>

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
c) Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values	Council Constitution Standards Advisory committee established with a majority of independent members Independent person appointed under Localism Act as a part of the members complaints process Staff appointment policy Procurement Policy	Responsible Officers: SMT, Head of Legal & Democratic, Head of Resources. Timescale: Ongoing
d) Ensuring that external providers of services on behalf of the Council are required to act with integrity and in compliance with the ethical standards expected by the Council.	Protocols for partnership working Agreed values in partnership working – statement of business ethics and ethical values featured in procurement process	Responsible Officers: SMT and Service Heads Timescale: Ongoing
Respecting the rule of law		
a) Ensuring members and staff demonstrate a strong commitment to the rule of law as well as adhering to relevant laws and regulations.	Ensuring that the law and statutory guidance is followed. Committee Reports Council Constitution Monitoring Officer protocol	Responsible Officers: SMT and Service Heads Timescale: Ongoing
b) Creating the conditions to ensure that the statutory officers, other key post holders, and members, are able to fulfil their responsibilities in accordance with legislative and regulatory requirements.	Monitoring Officer protocol Compliance with CIPFA's <i>Statement on the Role of the Chief Financial Officer (2015)</i>	Responsible Officers: SMT and Head of Legal and Democratic Timescale: Ongoing
c) Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders.	Record of legal advice provided by officers Council's policy framework Project Delivery in accordance with the Council's priorities.	Responsible Officers: SMT and Service Heads Timescale: Ongoing
d) Dealing with breaches of legal and regulatory provisions effectively.	Statutory provisions Monitoring Officer protocol Record of legal advice provided by officers	Responsible Officer: Head of Legal & Democratic Timescale: Ongoing

<i>Good Practice Requirements</i>	<i>Evidence Base and assessment</i>	<i>Other Information / Action</i>
<p>e) Ensuring corruption and the misuse of power are dealt with effectively.</p>	<p>Anti-fraud and anti-corruption Internal Controls Performance Clinic Whistleblowing Policy Local test of assurance where appropriate</p>	<p>Responsible Officers: SMT, Head of Legal & Democratic, Corporate Governance Group</p> <p>A revised anti-fraud and corruption policy has been drafted for adoption by the Council</p> <p>Timescale: Ongoing</p>

B. Ensuring openness and comprehensive stakeholder engagement

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
Openness		
a) Ensuring an open culture through demonstrating, documenting and communicating the Council's commitment to openness.	Work programme and review of scrutiny committees Customer Service Centre arrangements Customer Charter Freedom of Information Act publication scheme Online council tax information Council's goals and values Council's website	Given the variety of information available in other formats and the associated cost, the Council does not feel a separate report is necessary at this time
b) Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided.	Record of decision making and supporting documentation	Responsible Officer SMT and : Heads of Service Timescale: Ongoing
c) Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear.	Employment policies and practices Decision making protocol Record of Decisions Minutes Council website Report pro-forma Record of professional advice provided by officers in reaching decisions Discussions between members and officers regarding members' information needs to support decision making Calendar of dates for the submission of committee reports and demonstration of adherence to this	Responsible Officer SMT and : Heads of Service Timescale: Ongoing

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
d) Using formal and informal consultation and engagement to determine the most appropriate and effective interventions and courses of action.	Consultation arrangements Communications Strategy Corporate and Service Plans Use of display and up to date feedback via Customer Service Centre displays	Responsible Officers: Heads of Service Timescale: Ongoing
Engaging comprehensively with institutional stakeholders		
a) Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably.	Communications Strategy Corporate and Service Plans Local Strategic Partnership structure Community Strategy Tenants forum Database of stakeholders with whom the Council will engage	Responsible Officers: Heads of Service Timescale: Ongoing
b) Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively	Strategic Partnership Framework Community Strategy Corporate Plan Membership criteria for bodies Council website Partnership protocols	Responsible Officers: SMT/ Head of Services Timescale: Ongoing
c) Ensuring that partnerships are based on trust, a shared commitment to change, a culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit.	Compliance with Access to Information Regulations	Responsible Officers: SMT/ Heads of Service Timescale: Ongoing

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
Engaging stakeholders effectively, including individual citizens and service users		
a) Establishing a clear policy on the type of issues that the Council will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes.	<p>Consultation arrangements Communication Strategy Strategic Partnership Framework Council Constitution – Consultation and Partnership Forums Record of public consultations</p>	<p>Customer satisfaction surveys and complaints forms provide invaluable information to construct and improve communication with Kettering Borough Council Stakeholders.</p> <p>Introduction of Modern.gov in 2019/20</p> <p>Responsible Officers: Heads of Service</p> <p>Timescale: Ongoing</p>
b) Ensuring that communication methods are effective and members and officers are clear about their roles with regard to community engagement.	<p>Communication Strategy Council Constitution – Consultation and Partnership Forums</p>	<p>Responsible Officers SMT/ Heads of Service</p> <p>Timescale: Ongoing</p>
c) Encouraging, collecting and evaluating views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs.	<p>Customer Services Feedback Communication Strategy Joint strategic needs assessment</p>	<p>Responsible Officers SMT/ Heads of Service</p> <p>Timescale: Ongoing</p>
d) Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account.	<p>Communication Strategy</p>	<p>Responsible Officers: Head of Corporate and Cultural services</p> <p>Timescale: Ongoing</p>

<i>Good Practice Requirements</i>	<i>Evidence Base and assessment</i>	<i>Other Information / Action</i>
e) Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity.	Process for dealing with competing demands within the community Website pages designed for feedback	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
f) Taking account of the interests of future generations of tax payers and service users.	Geographical forums (stakeholder based) Consultation events and programmes Joint strategic needs assessment	Responsible Officers SMT/ Heads of Service Timescale: Ongoing

C. Defining outcomes in terms of sustainable economic, social and environmental benefits.

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
Defining outcomes		
a) Having a clear vision which is an agreed formal statement of the Council's purpose and outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions.	Corporate and Service Plans Individual service unit plans Sustainable Community Strategy Sustainable Place Making priorities Local Development Framework Community Safety Plan Council Constitution	The strategic vision will continue to be consistently reported via the various plans produced. Responsible Officers : Heads of Services Timescale: Ongoing
b) Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer.	Sustainable Community Strategy	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
c) Delivering defined outcomes on a sustainable basis within the resources that will be available.	Sustainable Community Strategy Local Strategic Partnership terms of reference Progress reports Durable Budget reports Medium Term Financial Strategy Key Performance Information booklet	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
d) Identifying and managing risks to the achievement of outcomes.	Risk Management Strategy and Policy Financial Regulations Members and officers induction programme Performance and management framework	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
e) Managing service users' expectations effectively with regard to determining priorities and making best use of the resources available.	An agreed set of quality standard measures for each service element included in the service plans Process for dealing with competing demands within the community	Responsible Officers SMT/ Heads of Service Timescale: Ongoing

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
Sustainable economic, social and environmental benefits		
a) Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision.	Capital Programme	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
b) Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the Council's intended outcomes and short-term factors such as political cycle or financial constraints.	Record of decision making and supporting documents Discussions between members and officers regarding members' information needs to support decision making	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
c) Determining the wider public interest associated with balancing conflicting interests between achieving the various social, economic and environmental benefits, through consultation where possible in order to ensure appropriate trade-offs.	Record of decision making and supporting documents Consultation arrangements	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
d) Ensuring fair access to services.	Protocols to ensure fair access to all	Responsible Officers SMT/ Heads of Service Timescale: Ongoing

D. Determining the interventions necessary to optimise the achievement of the intended outcomes		
Good Practice Requirements	Evidence Base and assessment	Other Information / Action
Determining interventions		
a) Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided.	Decision making protocol Record of decisions Risk Management Strategy and Policy Option appraisals Committee reports	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
b) Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts.	Medium Term Financial Strategy Communications Strategy Consultation arrangements	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
Planning interventions		
a) Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets.	Calendar of dates for the submission of committee reports and demonstration of adherence to this	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
b) Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered.	Communication Strategy Customer satisfaction surveys Tenants Forum Data quality checks	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
c) Considering and monitoring risks facing each partner when working collaboratively including shared risks.	Risk Management Strategy and Policy	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
d) Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances.	Planning protocols	Responsible Officers SMT/ Heads of Service Timescale: Ongoing

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
e) Establishing appropriate key performance indicators as part of the planning process in order to identify how the performance of services and projects is to be measured.	Key Performance Information booklet	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
f) Ensuring capacity exists to generate the information required to review service quality regularly.	Reports to include detailed performance results	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
g) Preparing budgets in accordance with the Council's objectives, strategies and the medium term financial plan.	Documentary evidence from committee reports	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
h) Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy.	Medium Term Financial Strategy Corporate Plan Budget Notes	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
Optimising achievement of intended outcomes		
a) Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints.	Customer satisfaction surveys Key Performance Information booklet	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
b) Ensuring the budget process is all-inclusive, taking into account the full cost of operations over the medium and longer term.	Budget guidance notes	Responsible Officers SMT/ Heads of Service Timescale: Ongoing

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
<p>c) Ensuring the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage.</p>	<p>Medium Term Financial Strategy</p>	<p>Responsible Officers SMT/ Heads of Service</p> <p>Timescale: Ongoing</p>
<p>d) Ensuring the achievement of 'social value' through service planning and commissioning. The Public Service (Social Value) Act 2012 states that this is the <i>additional benefit to the community over and above the direct purchasing of goods, services or outcome</i></p>	<p>Service plans to demonstrate the consideration of 'social value'</p> <p>Achievement of 'social value' is monitored and reported</p>	<p>Responsible Officers SMT/ Heads of Service</p> <p>Timescale: Ongoing</p>

E. Developing the Council's capacity, including the capability of its leadership and the individuals within it.		
Good Practice Requirements	Evidence Base and assessment	Other Information / Action
Developing the entity's capacity		
a) Reviewing operations, performance use of assets on a regular basis to ensure their continuing effectiveness.	Regular review of activities, outputs and planned outcomes Performance downloads page of the council's website.	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
b) Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the Council's resources are allocated so that outcomes are achieved effectively and efficiently.	Utilisation of research and benchmarking exercises	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
c) Recognising the benefits of partnerships and collaborative working where added value can be achieved.	Effective operation of partnerships to deliver agreed outcomes	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
d) Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources.	Performance Management system Performance Appraisal system Recruitment arrangements Continuing Professional Development Workforce Plan – HR to advise Organisational development plan	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
Developing the capability of the Council's leadership		
a) Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained.	Job descriptions Regular meetings SMT meetings	Responsible Officers SMT/ Heads of Service Timescale: Ongoing

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
<p>b) Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body.</p>	<p>Council Constitution Scheme of Delegation Members Code of Conduct Records of decisions Job descriptions Standing Orders and Financial Regulations</p>	<p>Responsible Officers SMT/ Heads of Service</p> <p>Timescale: Ongoing</p>
<p>c) Ensuring the leader and the Head of Paid Service have clearly defined and distinctive leadership roles within a structure whereby the Head of Paid Service leads the authority in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and balance for each other's authority.</p>	<p>Clear statement of their respective roles and responsibilities and how these will be put into practice</p>	<p>Responsible Officers SMT/ Heads of Service</p> <p>Timescale: Ongoing</p>
<p>d) Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the Council to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by:</p> <ul style="list-style-type: none"> - ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching the individual and organisational requirements is available and encouraged. - ensuring members and officers have appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis - ensuring personal, organisational and system wide development through shared learning, including lessons learned from governance weaknesses both internal and external. 	<p>Induction programme Update courses Training and Development Plan Continuing Professional Development Members Development Charter Member Information sessions Investors in People Award</p>	<p>Responsible Officers SMT/ Heads of Service</p> <p>Timescale: Ongoing</p>

<i>Good Practice Requirements</i>	<i>Evidence Base and assessment</i>	<i>Other Information / Action</i>
e) Ensuring that there are structures in place to encourage public participation.	Geographical forums (stakeholder based) Tenants Forum Strategic Partnerships	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
f) Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections.	Peer review	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
g) Holding staff to account through regular performance reviews which take account of training or development needs.	Officers annual appraisal Training and Development Plan Effective working of human resources policies	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
h) Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.	Effective working of human resources policies	Responsible Officers SMT/ Heads of Service Timescale: Ongoing

F. Managing risks and performance through robust internal control and strong public financial management

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
Managing risks		
a) Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making.	Risk Management Strategy and Policy	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
b) Implementing robust and integrated risk management arrangements and ensuring that they are working effectively.	Risk Management Strategy and Policy Risk management operation	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
c) Ensuring that responsibilities for managing individual risks are clearly allocated	Risk management operation	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
Managing performance		
a) Monitoring service delivery effectively including planning, specification, execution and independent post implementation review.	Calendar of dates for the submission of committee reports and demonstration of adherence to this Cost performance Benchmarking information Ensuring all key activities have performance measures	Responsible Officers SMT/ Heads of Service Timescale: Ongoing

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
b) Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the Council's financial, social and environmental position and outlook.	Induction programme Record of professional advice provided by officers in reaching decisions Briefings and reports including publication of agendas and minutes Training for committee chairs was introduced in 2017/18	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
c) Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the Council's performance and that of any organisation for which it is responsible.	Council Constitution Two scrutiny committees	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
d) Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement.	Committee reports SMT / CMT meetings Calendar of dates for the submission of committee reports and demonstration of adherence to this	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
e) Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (eg financial statements)	Financial Regulations Financial guidance	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
Robust internal control		
a) Aligning the risk management strategy and policies on internal control with achieving the objectives.	Risk Management Strategy and Policy Audit plan and reports Terms of reference for Monitoring and Audit Committee	Responsible Officers SMT/ Heads of Service Timescale: Ongoing

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
b) Evaluating and monitoring the Council's risk management and internal control on a regular basis.	Risk Management Strategy and Policy	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
c) Ensuring effective counter fraud and anti-corruption arrangements are in place.	Compliance with the <i>Code of Practice on Managing the Risk of Fraud and Corruption</i> (CIPFA 2014)	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
d) Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor.	Annual Governance Statement Effective internal audit function	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
e) Ensuring an audit committee or equivalent group or function, which is independent of the Executive and accountable to the governing body: - provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment - that its recommendations are listened to and acted upon.	Monitoring and Audit Committee complies with best practice (see <i>Audit committees: Practical Guidance for Local Authorities</i> , CIPFA 2013) Training for members	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
Managing data		
a) Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data.	Data management framework and procedures Designated data protection officer Data protection policies and procedures Generic Privacy Notice	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
b) Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies.	Data sharing arrangements Data sharing register Data processing arrangements	Responsible Officers SMT/ Heads of Service Timescale: Ongoing

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
c) Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring.	Data quality procedures and reports Data validation procedures	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
Strong public financial management		
a) Ensuring financial management supports both long term achievement of outcomes and short term financial and operational performance	Financial management supports the delivery of services and transformational change as well as securing good stewardship	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
b) Ensuring well developed financial management is integrated at all levels of planning and control, including management of financial risks and controls.	Budget monitoring reports	Responsible Officers SMT/ Heads of Service Timescale: Ongoing

G. Implementing good practices in transparency, reporting and audit to deliver effective accountability		
<i>Good Practice Requirements</i>	<i>Evidence Base and assessment</i>	<i>Other Information / Action</i>
Implementing good practice in transparency		
a) Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate.	Website	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
b) Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand.	Website	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
Implementing good practice in reporting		
a) Reporting at least annually on performance, value for money and the stewardship of its resources	Statement of Accounts Formal annual report which includes key points raised by external scrutineers and service users' feedback	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
b) Ensuring members and senior management own the results.	Appropriate approvals	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
c) Ensuring robust arrangements for assessing the extent to which the principles contained in the framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (annual governance statement)	Annual Governance Statement	Responsible Officers SMT/ Heads of Service Timescale: Ongoing

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
d) Ensuring the framework is applied to jointly managed or shared service organisations as appropriate.	Annual Governance Statement	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
e) Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations.	Format follows best practice	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
Assurance and effective accountability		
a) Ensuring that recommendations for corrective action made by external audit are acted upon.	Evidence that recommendations have informed positive improvements Compliance with Public Sector Internal Audit Standards	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
b) Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon.	Evidence that recommendations have informed positive improvements Compliance with Public Sector Internal Audit Standards	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
c) Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations.	Evidence that recommendations have informed positive improvements	Responsible Officers SMT/ Heads of Service Timescale: Ongoing

Good Practice Requirements	Evidence Base and assessment	Other Information / Action
d) Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement.	Annual Governance Statement	Responsible Officers SMT/ Heads of Service Timescale: Ongoing
e) Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met.	Community Strategy Financial Regulations (Section E)	Responsible Officers SMT/ Heads of Service Timescale: Ongoing