

Corporate Governance Arrangements

March 2011 Self-assessment

Key to Scores:

1 - 3: High risk to the organisation, lacking significant structure
 4 - 7: Fundamental principle in place but with identifiable weakness
 8 - 10: Compliant, any actions identified are pertaining to best practice

Six principles of Corporate Governance									
Requirement Identifier	Requirement	Corporate Governance Group Lead Officer	Evidence of Compliance	Action required in 2010/11	March 2011 Update	Score assigned March 2010	Score assigned March 2011	Explanation for Change (where applicable)	Actions for 2011/12
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 principle: Exercising strategic leadership by developing and clearly communicating the authority's purpose, vision and its intended outcome for citizens and service users									
1	Develop and promote the authority's purpose and vision.	Head Housing, Partnerships & Communications	Used as a basis for: > local area or performance agreements > shaping the community strategy > corporate and service planning	Action: Develop as part of the review of the Council's Corporate Plan in 2010/11 Milestone: March 2011 Responsible Officer: Communications and Partnerships Manager	The review of the Corporate Plan has been deferred to 2011/12, in order to align it to the emerging Localism Bill. The revised Plan will be live from April 2012.	9	8	The Council's vision is currently under review to ensure that Central Government funding cuts and the Localism Bill are properly taken into account. A Visioning Day was held with SMB and Executive on 24/1/11 to determine the authority's ambitions and priorities for input to the new Corporate Plan.	No specific actions but current standards to be maintained
2	Review on a regular basis the authority's vision for the local area and its impact on the authority's governance arrangements.	Head Housing, Partnerships & Communications	> Governance code > Asset management strategy > Move towards excellence ambition > Visioning Day to inform Corporate Plan The Corporate Plan is subject to an annual refresh as part of the development of the Council's Annual Report and a full review is carried out every three years	Action: Full review of Corporate Plan every three years - officers to liaise with Corporate Governance Group to consider any impact on governance arrangements. Milestone: March 2011 Responsible Officer: Communications and Partnerships Manager	The review of the Corporate Plan has been deferred to 2011/12, in order to align it to the emerging Localism Bill. The revised Plan will be live from April 2012.	9	9	Not Applicable	No specific actions but current standards to be maintained
3	Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties.	Head Housing, Partnerships & Communications	> Partnership Toolkit > Governance Code (partnership) > SHL Management Agreement > SoStevenage Guide > SLL contractual agreement	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	8	7	There is no longer a need to retain an ALMO in order to access funding, so a Housing Feasibility Study will be carried out in 2011/12. The study will review current arrangements and look at various options for the delivery of housing services in Stevenage.	Action: Carry out Housing Options feasibility study Milestone: Completion - September 2011 Responsible Officer: Head of Housing, Communications and Partnerships
4 Req amended for 2010/11	Publish annual accounts on a timely basis to communicate the authority's activities and achievements, its financial position and performance.	Head of Finance	> Annual Financial Statements > Annual Report > Summary of Accounts	Action: Ensure 2010 Annual Report includes information regarding the Council's use of natural resources. (NB: 2009/10 requirement referred to publication of an annual report) Milestone: July 2010 Responsible Officer: Performance and Improvement Manager	An Environmental Impact Statement was included in the Annual Performance Report.	9	10	The annual audit of accounts by Grant Thornton confirmed that no material misstatements were identified.	No specific actions but current standards to be maintained

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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. (continued)									
Supporting Principle: Ensuring that users receive a high quality of service whether directly, or in partnership or by commissioning									
5	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.	Head of Customer Service and Business Improvement	<ul style="list-style-type: none"> > Customer Focus Strategy > Equality and Diversity Impact Assessments > Community Conference Outputs > Gov-metric development > Balanced Scorecard > Service standards > Consultation to measure customer satisfaction 	Action: Remaining Customer Focus Strategy Projects to be scoped by June 2010 Milestone: June 2010 Responsible Officer: Head of Customer Service and Business Improvement	The Customer Focus strategy was reviewed strategically at SMB on 14/9/2010 and timescale for delivery agreed having regard for capacity to deliver. Project Concept documents for deferred projects are not being produced at this stage. A report to Executive on 19/1/11 outlined an approach to consultation and engagement with the community, the voluntary sector and public sector partners.	7	7	Not Applicable	Action: Complete relevant strands of the Customer Focus Strategy Milestone: Detailed milestones will be agreed when reviewing priorities within the strategy Responsible Officer: Head of Customer Services and Business Improvement
6	Put in place effective arrangements to identify and deal with failure in service delivery.	Head of Customer Service and Business Improvement	<ul style="list-style-type: none"> > Complaints procedure > Councillor Call for Action (CCfA) arrangements 	Action: Continued development of collection mechanisms for NI14 to ensure wider coverage Milestone: March 2011 Responsible Officer: Head of Customer Service and Business Improvement	The Customer Focus project to reduce failure demand / avoidable contact has been deferred to 2011/12 subject to further discussion with the Programme Sponsor.	7	7	Not Applicable	Action: Complete relevant strands of the Customer Focus Strategy Milestone: Subject to review of priorities within the Customer Focus Strategy Responsible Officer: Head of Customer Services and Business Improvement
Supporting Principle: Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money									
7	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.	Head of Finance	<ul style="list-style-type: none"> > CIPFA VFM Tool used to benchmark performance > The results are used to review the work of the authority with effective challenge of savings options > The Asset Management Plan ensures efficient use of the authority's assets > The Working Together Programme is identifying opportunities to increase VFM 	Action: Continue to improve information relating to partnership delivery and benchmark costs with neighbouring authorities Milestone: March 2011 Responsible Officer: Head of Finance	Levels of benchmarking have been increased through the use of the CIPFA tool and data sharing with Harlow Council. Results are now being used to inform decision-making. Information on Value for Money was used to inform budget setting decisions during 2010/11.	7	8	Levels of benchmarking have been increased through the use of the CIPFA tool and data sharing with Harlow Council. Results are now being used to inform decision-making.	No specific actions but current standards to be maintained
8 New 2010/11	Ensure that timely, accurate and impartial financial advice and information is provided to assist in decision-making and to ensure that the authority meets its policy and service objectives and provides effective stewardship of public money and value for money in its use.	Chief Financial Officer	<ul style="list-style-type: none"> > Quarterly SMB reports to update on the MTFS > HoS reports > Consultant Accountant structure set up > Mandatory implications > Key Performance Indicators > SRR 	New requirement for the 2010/11 assessment	Not Applicable	N/A	9	Not Applicable	No specific actions but current standards to be maintained
9 New 2010/11	Ensure that the authority maintains a prudential financial framework; keeps its commitments in balance with available resources; monitors income and expenditure levels to ensure that this balance is maintained and takes corrective action when necessary	Chief Financial Officer	<ul style="list-style-type: none"> > Quarterly SMB reports > Executive reports > Capital Strategy > GF / HRA > SRR 	New requirement for the 2010/11 assessment	Not Applicable	N/A	9	Not Applicable	No specific actions but current standards to be maintained

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	Supporting Principle: Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money (continued)								
10 New 2010/11	Ensure compliance with CIPFA's Code on a Prudential Framework for Local Authority Capital Finance and CIPFA's Treasury Management Code.	Chief Financial Officer	> Executive reports > Treasury Management Strategy to Executive > Audit Committee reports	New requirement for the 2010/11 assessment	Not Applicable	N/A	9	Not Applicable	No specific actions but current standards to be maintained
11 Deleted 2010/11	Measure the environmental impact of policies, plans and decisions.	Requirement deleted 2010/11	Climate Change Strategy endorsement by partnerships.	Enhanced mechanism to be introduced as part of Project Governance procedure.	A Project Management Toolkit has been developed that includes further guidance on consideration of the impact of climate change during the life of the project.	7	N/A	Requirement deleted from 2010/11 assessment	Deleted Not Applicable
	Principle 2 : Members and Officers working together to achieve a common purpose with clearly defined functions and roles								
	Supporting Principle: 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								
12	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. Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and senior officers.	Monitoring Officer	> Constitution > Record of decisions and supporting materials > Weekly meetings	Action: Job descriptions to be considered following elections Milestone: March 2011 Responsible Officer: Borough Solicitor	The Council received a report on the Constitution on 26 May 2010. The report sets out the collective responsibility of all Committees including Executive.	9	9	Not Applicable	No specific actions but current standards to be maintained
13 New for 2010/11	Ensure that the CFO reports directly to the Chief Executive and is a member of the leadership team with a status at least equivalent to other members. If different organisational arrangements are adopted, explain the reasons publicly, together with how these deliver the same impact.	Chief Financial Officer	> CFO is the Strategic Director for Resources > Attendance at SMB	New requirement for the 2010/11 assessment	Not Applicable	N/A	10	Not Applicable	No specific actions but current standards to be maintained
	Supporting Principle: Ensuring that a constructive working relationship exists between elected members and officers and that the responsibilities of authority members and officers are carried out to a high standard								
14	Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required.	Monitoring Officer	> Constitution > Delegated powers approved in reports	No specific actions but current standards to be maintained	Not Applicable	10	10	Not Applicable	No specific actions but current standards to be maintained

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Supporting Principle: Ensuring that a constructive working relationship exists between elected members and officers and that the responsibilities of authority members and officers are carried out to a high standard									
15	Make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management.	Monitoring Officer	<ul style="list-style-type: none"> > Conditions of employment > Scheme of delegation > Statutory provisions > Job descriptions/specification > Performance management system 	Action: Job description to be refreshed as part of vacancy management procedures Milestone: August 2011 Responsible Officer: Head of Human Resources and Organisational Development	Current arrangements for CE accountability are to remain and will be incorporated into the job description when the formal recruitment process is undertaken	9	10	Current arrangements for CE accountability are robust and will be refreshed in the job description when the formal recruitment process is undertaken.	No specific actions but current standards to be maintained
16 New for 2010/11	Ensure that the authority's governance arrangements allow the CFO direct access to the CEO and to other leadership team members.	Chief Financial Officer	<ul style="list-style-type: none"> > CFO is the Strategic Director for Resources > CFO is the Deputy CE > Attendance at SMB 	New requirement for the 2010/11 assessment	Not Applicable	N/A	10	Not Applicable	No specific actions but current standards to be maintained
17	Develop protocols to ensure that the Leader and Chief Executive (or equivalents) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained.	Monitoring Officer	<ul style="list-style-type: none"> > Weekly 1:1 meetings > Joint Executive / SMB meetings held > Leader annually outlines priorities for the coming year > Effective working relationship demonstrated through recent budget savings exercises and corporate restructure > Balanced Scorecard is presented to SMB on a quarterly basis > Agreements in place with regard to a Protocol for responses to legislative changes 	Action: Enhance protocols to ensure mutual understanding of roles Milestone: March 2011 Responsible Officer: Borough Solicitor	No formal protocols are in place, however, the Balanced Scorecard is presented to SMB on a quarterly basis. Agreements are in place with regard to a protocol for responses to legislative changes.	8	8	Not Applicable	No specific actions but current standards to be maintained
18	Make the CFO (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 on internal financial control.	Chief Executive	<ul style="list-style-type: none"> > Section 151 responsibilities > Statutory provision > Statutory reports > Budget documentation > Job description & specification > Constitution including Contract Standing Orders and Financial Regulations > All reports require Financial clearance > Requirement to establish robustness of estimates > CFO statements 	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	9	9	Not Applicable	No specific actions but current standards to be maintained
19 New for 2010/11	Appoint a professionally qualified CFO whose core responsibilities include those set out in the Statement on the Role of the CFO in Local Government and ensure that they are properly understood throughout the authority.	Chief Financial Officer	<ul style="list-style-type: none"> > CFO Job Description 	New requirement for the 2010/11 assessment	Not Applicable	N/A	9	Not Applicable	No specific actions but current standards to be maintained

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	Principle 2 : Members and Officers working together to achieve a common purpose with clearly defined functions and roles (continued)								
	Supporting Principle: Ensuring that a constructive working relationship exists between elected members and officers and that the responsibilities of authority members and officers are carried out to a high standard								
20 New for 2010/11	Ensure that the CFO: > leads the promotion and delivery by the whole organisation of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively > has a line of professional accountability for finance staff throughout the organisation.	Chief Financial Officer	> CFO is the Strategic Director for Resources > Head of Finance reports directly to the CFO > Job Description of the Head of Finance > Regular presentations > SMB / Members' briefing notes > SMT	New requirement for the 2010/11 assessment	Not Applicable	N/A	9	Not Applicable	No specific actions but current standards to be maintained
21 New for 2010/11	Ensure that budget calculations are robust and reserves adequate, in line with CIPFA's guidance.	Chief Financial Officer	> MTFs presented to Scrutiny > Budgets presented to SMB & Scrutiny > Risk assessment of reserves > Involvement of the Head of Finance > Quarterly monitoring > KPIs presented to SMB	New requirement for the 2010/11 assessment	Not Applicable	N/A	9	Not Applicable	No specific actions but current standards to be maintained
22 New for 2010/11	Ensure that appropriate management accounting systems, functions and controls are in place so that finances are kept under review on a regular basis. These systems, functions and controls should apply consistently to all activities including partnership arrangements, outsourcing or where the authority is acting in an enabling role.	Chief Financial Officer	> Quarterly reports to SMB > Quarterly reports to Executive Committee > Monthly reports from Heads of Service	New requirement for the 2010/11 assessment	Not Applicable	N/A	8	Not Applicable	No specific actions but current standards to be maintained
23	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.	Chief Executive	> Monitoring officer provisions > Statutory provision > Job descriptions and specification	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	9	9	Not Applicable	No specific actions but current standards to be maintained
	Supporting Principle: Ensuring relationships between the authority, its partners and the public are clear so that each know what to expect of the other								
24	Develop protocols to ensure effective communication between members and officers in their respective roles.	Strategic Director Resources	> Member/officer protocol > Modern Member Programme activities > Joint officer/Member working groups > Informal briefings > Briefing process agreed as part of budget setting	Action: The Council is liaising with neighbouring authorities that have signed up to the Member Development Charter to share best practice that will inform the achievement of Charter Status Milestone: March 2011 Responsible Officer: Training and Development Manager	Following liaison with neighbouring councils, it is evident that achievement of the Charter Status can be resource intensive. Consideration needs to be given as to whether to pursue the Charter at a time when resources are already stretched.	8	8	Not Applicable	No specific actions but current standards to be maintained

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Principle 2 : Members and Officers working together to achieve a common purpose with clearly defined functions and roles (continued)									
Supporting Principle: Ensuring relationships between the authority, its partners and the public are clear so that each know what to expect of the other									
25	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).	Monitoring Officer	<ul style="list-style-type: none"> > Pay and conditions policies and practices > Members' Allowances Scheme > Independent remuneration panel > Single Status review 	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	9	9	Not Applicable	No specific actions but current standards to be maintained
26	Ensure that effective mechanisms exist to monitor service delivery.	Head of Customer Service and Business Improvement	<ul style="list-style-type: none"> > Balanced Scorecard sets out key measures > Programme Governance Arrangements monitor delivery of priorities > Gov-metric monitors elements of satisfaction > Insurance claims > SRR / ORR process > KPIs 	<p>Action: Carry out a review of the Service Planning Process during 2010/11, effective for 2011/12 plans.</p> <p>Milestone: January 2011</p> <p>Responsible Officer: Head of Customer Service and Business Improvement</p>	The project was delayed in order to consider the impact of Central Government's intention to reduce reporting burdens placed on local authorities, and available capacity. In order to determine a way forward further discussion was carried out with SMT in December 2010 and the focus of the review was agreed. The reviewed process will apply to 2012/13 Service Plans.	8	7	Formal arrangements for the development of service plans require review. It is anticipated that the service planning process will be enhanced during 2011/12.	<p>Action: Review and enhance the service planning process</p> <p>Milestone: March 2012</p> <p>Responsible Officer: Head of Customer Services and Business Improvement</p>
27	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.	Head Housing, Partnerships & Communications	<p>Corporate Plans are developed using key demographic information and the views of the public and partners. Corporate documents set out:</p> <ul style="list-style-type: none"> > Vision > Corporate ambitions and priorities > Related performance measures <p>Consultation during 2010/11 included:</p> <ul style="list-style-type: none"> > Community Conference > Cafe Choice (drop-in session) to inform priority setting <p>Budgets set out the available resources to deliver plans and these are aligned to the service planning process Partners are consulted through engagement with SoStevenage.</p>	<p>Action: The SoStevenage Sustainable Community Strategy is being refreshed in 2010. The evidence base will include population information, health profiles, deprivation index, place and residents survey results, economic wellbeing, the environment, crime statistics, educational attainment and transport data and seek the views of as many organisations in Stevenage as possible.</p> <p>Milestone: The refreshed strategy will be launched in November 2010.</p> <p>Responsible Officer: Communications and Partnerships Manager</p>	Due to environmental flux following a change of Government and public spending cuts, SoStevenage Executive have agreed for a holding action plan to be in place for 1 year while environmental factors settle, enabling a full refresh of the Community Strategy to be completed.	9	9	Not Applicable	No specific actions but current standards to be maintained
28 New for 2010/11	Establish a medium term business and financial planning process to deliver strategic objectives including: > A Medium Term Financial Strategy to ensure sustainable finances > A robust annual budget process that ensures financial balance > A monitoring process that enables this to be delivered.	Chief Financial Officer	<ul style="list-style-type: none"> > Quarterly Monitoring reports to SMB > Quarterly reports to Executive > Statement of Accounts Committee > Annual Budget presented to full Council > Monitoring process carried out by the Chief Financial Officer > MTFs (July, Nov, Dec 2010) > GF, HR, Capital 	New requirement for the 2010/11 assessment	Not Applicable	N/A	9	Not Applicable	No specific actions but current standards to be maintained

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	Principle 2 : Members and Officers working together to achieve a common purpose with clearly defined functions and roles (continued)								
	Supporting Principle: Ensuring relationships between the authority, its partners and the public are clear so that each know what to expect of the other								
29 New for 2010/11	Ensure that medium term business and financial planning processes to deliver strategic objectives (as above) are subject to regular review to confirm the continuing relevance of assumptions used.	Chief Financial Officer	<ul style="list-style-type: none"> > Quarterly Monitoring reports to SMB > Quarterly reports to Executive > Statement of Accounts Committee > Annual Budget presented to full Council > Monitoring process carried out by the Chief Financial Officer > MTFS (July, Nov, Dec 2010) > GF, HR, Capital 	New requirement for the 2010/11 assessment	Not Applicable	N/A	9	Not Applicable	No specific actions but current standards to be maintained
30	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.	Head of Housing, Partnerships & Communications	<ul style="list-style-type: none"> > Roles and responsibilities for Portfolio Holders involved in Partnerships are in place > Executive Members briefings > Portfolio Holders involvement in themed partnerships > Partnership Toolkit > SoStevenage Governance 	No specific actions but current standards to be maintained and enhanced where feasible.	Not Applicable	8	8	Not Applicable	No specific actions but current standards to be maintained
31 New for 2010/11	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.	Monitoring Officer	<ul style="list-style-type: none"> > Partnership Toolkit > Governance Code (partnership) > SHL Management Agreement > SoStevenage Guide > SLL contractual agreement 	New requirement for the 2010/11 assessment	Not Applicable	N/A	8	Not Applicable	No specific actions but current standards to be maintained
	Principle 3: Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour								
	Supporting Principle: Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance								
32	Ensure that the Authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect.	Chief Executive	<ul style="list-style-type: none"> > Chief Executive's information sessions are held to cascade timely updates on the authority's intentions and values to all staff. > Cascade mechanisms are in place 	Action: Interim arrangements are currently in place for the Chief Executive role-maintain information cascade sessions following formal recruitment of Chief Executive. Milestone: March 2011 Responsible Officer(s): Strategic Management Board	Roadshows took place during October and November 2010 to brief staff on the impact of savings made by central Government.	9	9	Not Applicable	No specific actions but current standards to be maintained
33	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.	Strategic Director Resources	<ul style="list-style-type: none"> > Members/officers' code of conduct > Performance appraisal > Complaints procedures > Anti-fraud and corruption policy > Member/officer protocols 	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	7	7	Not Applicable	Actions: Raise awareness in relation to the new Officer Code of Conduct Milestones: March 2012 Responsible Officer: Borough Solicitor

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Principle 3: Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour (continued)									
Supporting Principle: Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance (continued)									
34	Put in place arrangements to ensure that members and employers of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice.	Monitoring Officer	> Contract Standing Orders > Codes of Conduct > Financial Regulations	No specific actions but current standards to be maintained and enhanced where feasible.	Not Applicable	8	8	Not Applicable	No specific actions but current standards to be maintained
Supporting Principle: Ensuring that organisational values are put into practice and are effective									
35	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.	Head of Housing, Partnerships & Communications	> Organisational values > Codes of Conduct > PDMs > Corporate briefings for staff	Action: Review and enhance appraisal process Milestone: January 2011 Responsible Officer: Head of Human Resources and Organisational Development	Officer appraisal and proposed competency framework will be reviewed and launched following implementation of Single Status (complete harmonisation of terms and conditions), which is expected in mid-2011/12.	8	7	New values were agreed with Executive in January 2011, and a programme of communication with staff will be completed prior to implementation. The PDM and appraisal process is in a period of change and will incorporate communication of the new values.	Actions: Communicate change of values to cooperative principles Milestones: Communications Plan - Implementation June 2011 Responsible Officer: Head of Housing Communication and Partnerships
36	Put in place arrangements to ensure that procedures and operations are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice.	Monitoring Officer	> Codes of Conduct > Equality and Diversity strategy > Fair Trade Status	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	8	8	Not Applicable	No specific actions but current standards to be maintained
37 New for 2010/11	Ensure that systems and processes for financial administration, financial control and protection of the authority's resources and assets are designed in conformity with appropriate ethical standards and monitor their continuing effectiveness in practice.	Chief Financial Officer	> Asset Management Strategy	New requirement for the 2010/11 assessment	Not Applicable	N/A	8	Not Applicable	No specific actions but current standards to be maintained
38	Develop and maintain an effective Standards Committee.	Monitoring Officer	> Terms of reference	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	9	9	Not Applicable	No specific actions but current standards to be maintained

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Principle 3: Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour (continued)									
Supporting Principle: Ensuring that organisational values are put into practice and are effective (continued)									
39	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.	Head of Housing, Partnerships & Communications	> Decision making practices > Equality and Diversity policy > Organisational Values	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	7	7	Not Applicable	Actions: Communicate change of values to cooperative principles Milestones: Communications Plan - Implementation June 2011 Responsible Officer: Head of Housing Communication and Partnerships
40	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.	Head Housing, Partnerships & Communications	> Protocols for partnership working > Partnership toolkit in place, tested and working effectively > Sub-group of LSP Executive, with clear roles and responsibilities for the allocation of performance reward grant > Governance document	Action: Evaluation of the Grant Aid procedure to ensure decision making is robust Milestone: March 2011 Responsible Officer: Communications and Partnerships Manager	A Community Funding Programme has been developed with direct allocation of funding to community groups determined through the budget setting process.	7	7	Not Applicable	Actions: Carry out Housing Options feasibility study and implement findings Milestones: Completion September 2011 Responsible Officer: Head of Housing, Communications and Partnerships
Principle 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk									
Supporting Principle: Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny									
41 Req amended for 2010/11	Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority's performance overall. (NB: 2009/10 requirement included enhancing performance for "any organisation for which it is responsible")	Monitoring Officer	> Scrutiny is supported by robust evidence and data analysis > Joint working with HCC and other districts > CCfA arrangements	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	8	8	Not Applicable	No specific actions but current standards to be maintained
42 New for 2010/11	Ensure an effective internal audit function is resourced and maintained.	Chief Financial Officer	> Internal Audit team in place > Audit plan 2009/10 > External Audit review 2009/10	New requirement for the 2010/11 assessment	Not Applicable	N/A	8	Not Applicable	No specific actions but current standards to be maintained
43	Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based.	Monitoring Officer	> Decision making protocols, record of decisions and supporting materials	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	9	9	Not Applicable	No specific actions but current standards to be maintained
44	Put in place arrangements to safeguard conflicts of interest for members and employees and put in place appropriate processes to ensure that they continue to operate in practice.	Monitoring Officer	> Members' Code of Conduct > Member/Officer protocol	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	9	9	Not Applicable	No specific actions but current standards to be maintained

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Requirement Identifier	Six principles of Corporate Governance								
	Requirement	Corporate Governance Group Lead Officer	Evidence of Compliance	Action required in 2010/11	March 2011 Update	Score assigned March 2010	Score assigned March 2011	Explanation for Change (where applicable)	Actions for 2011/12
Principle 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk (continued)									
Supporting Principle: Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny (continued)									
45	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.	Monitoring Officer	> Terms of reference > Membership > Training for committee members	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	9	9	Not Applicable	No specific actions but current standards to be maintained
46 New for 2010/11	Ensure that the authority's governance arrangements allow the CFO direct access to the Audit Committee and external audit.	Chief Financial Officer	> Head of Finance meetings with Grant Thornton (external audit) > CFO attendance at Audit Committee meetings	New requirement for the 2010/11 assessment	Not Applicable	N/A	10	Not Applicable	No specific actions but current standards to be maintained
47	Put in place effective, transparent and accessible arrangements for dealing with complaints.	Head of Customer Service and Business Improvement	> Complaints procedure	Action: Remaining Customer Focus Strategy Projects to be scoped by June 2010 Milestone: June 2010 Responsible Officer: Head of Customer Service and Business Improvement	The Customer Focus strategy was reviewed strategically at SMB on 14/9/2010. The Customer Focus project to review complaints has been deferred to 2011/12 subject to further discussion with the Programme Sponsor.	7	6	The complaints process has not been reviewed for several years and requires enhancing.	Action: Complete relevant strands of the Customer Focus Strategy Milestone: Subject to review of priorities within the Customer Focus Strategy Responsible Officer: Head of Customer Services and Business Improvement
Supporting Principle: Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs									
48 Req amended for 2010/11	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 and financial issues and their implications. (NB: Financial information added for 2010/11 assessment)	Monitoring Officer	> Members' induction scheme > Training for committee chairs > All Member briefings > Balanced Scorecard > Timely, accurate and up-to-date budget information > Regular Portfolio Holder briefings > Report templates with mandatory paragraphs > Reporting writing training for officers	Actions: a - Training needs analysis framework to align training to key Member roles b - Support for Chairs and Vice Chairs in managing the introduction of Neighbourhood Forums c - Media training for Executive Members Milestone: March 2011 Responsible Officer: Training and Development Manager	a: A Member development framework is being developed that enables Members to identify training needs. The induction programme for 2010/11 completed. b: training for Chairs and Vice Chairs of Neighbourhood Forums was carried out in August 2009. c: Research into appropriate media training has been completed and resources are being sought to proceed.	8	8	Not Applicable	No specific actions but current standards to be maintained
49 New for 2010/11	Ensure the provision of clear well presented, timely, complete and accurate information and reports to budget managers and senior officers on the budgetary and financial performance of the authority.	Chief Financial Officer	> Monthly HoS reports > Quarterly reports to SMB > Improvements to monitoring and reports	New requirement for the 2010/11 assessment	Not Applicable	N/A	8	Not Applicable	No specific actions but current standards to be maintained
50	Ensure that proper professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately.	Monitoring Officer	> Record of decision making and supporting materials > Mandatory Legal and Financial implications paragraph in all Executive reports	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	9	9	Not Applicable	No specific actions but current standards to be maintained

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Six principles of Corporate Governance									
Requirement Identifier	Requirement	Corporate Governance Group Lead Officer	Evidence of Compliance	Action required in 2010/11	March 2011 Update	Score assigned March 2010	Score assigned March 2011	Explanation for Change (where applicable)	Actions for 2011/12
Principle 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk (continued)									
Supporting Principle: Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs (continued)									
51 New for 2010/11	Ensure the authority's governance arrangements allow the CFO to bring influence to bear on all material decisions.	Chief Financial Officer	> CFO is Deputy Chief Executive > SMB reports	New requirement for the 2010/11 assessment	Not Applicable	N/A	9	Not Applicable	No specific actions but current standards to be maintained
52 New for 2010/11	Ensure that advice is provided on the levels of reserves and balances in line with good practice guidance (on Local Authority Reserves and Balances).	Chief Financial Officer	> Budget reports > Requirement to establish robustness of estimates	New requirement for the 2010/11 assessment	Not Applicable	N/A	9	Not Applicable	No specific actions but current standards to be maintained
Supporting Principle: Ensuring that an effective risk management system is in place									
53	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 job.	Head of Customer Service and Business Improvement	> Risk Management Strategy > Financial standards and regulations > Risk Management Group > Members' Risk Management Champion > Risk Management implications on all Executive report templates	Action: Develop the Council's project management procedures to facilitate consideration of associated risks Milestone: August 2010 Responsible Officers: Performance & Improvement Manager / Client Relationship & Programme Manager	The requirement for consideration of risks has been added to the Project Concept & Definition Templates. Associated guidance recommends that climate change impact is also considered at this stage. A Project Management Toolkit has been developed that includes further guidance on consideration of the impact of climate change during the life of the project.	7	7	Not Applicable	Action: Undertake training with officers on the identification of operational risk Milestone: May 2011 Responsible Officer: Head of Customer Services and Business Improvement
54 New for 2010/11	Ensure the authority's arrangements for financial and internal control and for managing risk are addressed in annual governance reports.	Chief Financial Officer	> AGS > Internal Audit Risk procedure > Budget reports	New requirement for the 2010/11 assessment	Not Applicable	N/A	9	Not Applicable	No specific actions but current standards to be maintained
55 New for 2010/11	Ensure the authority puts in place effective internal financial controls covering codified guidance, budgetary systems, supervision, management review and monitoring, physical safeguards, segregation of duties, accounting procedures, information systems and authorisation and approval processes.	Chief Financial Officer	> Financial Regulations > Integra guidance and training	New requirement for the 2010/11 assessment	Not Applicable	N/A	8	Not Applicable	No specific actions but current standards to be maintained
56	Ensure that effective arrangements for whistle-blowing are in place to which staff and all those contracting with the authority have access.	Monitoring Officer	> Whistle-blowing policy	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	9	9	Not Applicable	No specific actions but current standards to be maintained

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Requirement Identifier	Requirement	Corporate Governance Group Lead Officer	Evidence of Compliance	Action required in 2010/11	March 2011 Update	Score assigned March 2010	Score assigned March 2011	Explanation for Change (where applicable)	Actions for 2011/12
Principle 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk (continued)									
Supporting Principle: Using their legal powers to the full benefit of the citizens and communities in their area									
57	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.	Monitoring Officer	> Constitution > Monitoring officer provisions > Statutory provision	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	8	8	Not Applicable	No specific actions but current standards to be maintained
58	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	> Strong in regularity areas	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	8	8	Not Applicable	No specific actions but current standards to be maintained
59	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	> Monitoring officer provisions > Job description/specification > Statutory provision	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	8	8	Not Applicable	No specific actions but current standards to be maintained
Principle 5: Developing the capacity and capability of Members and Officers to be effective									
Supporting Principle: making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles									
60	Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis.	Chief Financial Officer	> Training and Development Plan > Induction Programme and changes made > Update courses / information > Members training and development Programme rests with Head of Human Resources and Organisational development > Signed up to the Members development Charter > East of England Member development Charter > HoS work with their managers to develop Induction programmes for staff	Actions: a. The officer induction process is currently under review. A new programme will be introduced that aligns more closely to the needs of differing officer roles b. Individual Member Development Plans will be prepared during 2010/11 c. A Member Induction Programme will be developed during 2010/11 Milestone: March 2011 Responsible Officer: Training and Development Manager	a) Initial enhancements to the induction process are in place. we will continue to enhance the induction process with a particular focus on programmes tailored to individual needs b) A register of member attendance at training offered through the Modern Member Programme is maintained. A Member development framework is being developed that enables Members to identify training needs. c. Induction Programme for 2010/11 completed.	7	7	Not Applicable	Action: Continue to enhance the induction process with a particular focus on programmes tailored to individual needs Milestone: June 2011 Responsible Officer: Head of Human Resources and Organisational Development
61	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.	Strategic Director Resources	> Job description/person specifications > Membership of top management team	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	8	9	All statutory officers are appropriately skilled and their roles are largely understood throughout the authority.	No specific actions but current standards to be maintained

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	Principle 5: Developing the capacity and capability of Members and Officers to be effective (continued)								
	Supporting Principle: making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles (continued)								
62 New for 2010/11	Ensure the CFO has the skills, knowledge, experience and resources to perform effectively in both the financial and non financial areas of their role.	Chief Executive	> Job description / person specification	New requirement for the 2010/11 assessment	Not Applicable	N/A	9	Not Applicable	No specific actions but current standards to be maintained
63 New for 2010/11	Review the scope of the CFO's other management responsibilities to ensure financial matters are not compromised.	Chief Executive	> PDMs with the CE > Strategic Director for other services in the authority	New requirement for the 2010/11 assessment	Not Applicable	N/A	7	Not Applicable	Action: Review the role of CFO to ensure financial matters are not subject to compromise Milestone: April 2011 Responsible Officer: Chief Executive
64 New for 2010/11	Provide the finance function with the resources, expertise and systems necessary to perform its role effectively.	Chief Financial Officer	> New structure in place	New requirement for the 2010/11 assessment	Not Applicable	N/A	8	Not Applicable	No specific actions but current standards to be maintained
	Principle 5: Developing the capacity and capability of Members and Officers to be effective								
	Supporting Principle: Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group								
65	Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively.	Strategic Director Resources	> Training development plan > Modern Member Programme > East of England Member Development Charter > Pilot skills audit > HR work programme > ECDL > Report writing training for managers > Financial management training > New senior management team	Actions: a - Review officer appraisal system during 2010/11 b - The implementation of a competency based scheme for managers will be completed during 2010/11 Milestone: January 2011 Responsible Officer: Head of Human Resources and Organisational Development	Due to Single Status (complete harmonisation of terms and conditions), officer appraisal and proposed competency framework will be reviewed and launched following implementation of Single Status which is expected in mid-2011/ 12. Single Status implementation allowed for a review or refresh of all 400 posts within SBC and SHL. To support the appraisal system, all corporate training has been revisited by the Training team. A revised officer training programme has been developed and is being rolled out. A register of employees studying for qualifications funded by SBC has been developed and any necessary policy revision is being considered.	7	7	Not Applicable	Action: Implement a competency based framework for Job descriptions, Person Specifications and associated appraisals Milestone: March 2012 Responsible Officer: Head of Human Resources and Development
66 New for 2010/11	Embed financial competencies in person specifications and appraisals	Chief Financial Officer	> Job description/person specifications	New requirement for the 2010/11 assessment	Not Applicable	N/A	7	Not Applicable	Action: Implement a competency based framework for Job descriptions, Person Specifications and associated appraisals Milestone: March 2012 Responsible Officer: Head of Human Resources and Development

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	Requirement	Corporate Governance Group Lead Officer	Evidence of Compliance	Action required in 2010/11	March 2011 Update	Score assigned March 2010	Score assigned March 2011	Explanation for Change (where applicable)	Actions for 2011/12
	Principle 5: Developing the capacity and capability of Members and Officers to be effective (continued)								
	Supporting Principle: Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group (continued)								
67 New for 2010/11	Ensure that councillor's roles and responsibilities for monitoring financial performance/budget management are clear, that they have adequate access to financial skills and are provided with appropriate financial training on an ongoing basis to help them discharge their responsibilities.	Chief Financial Officer	Training carried out on: > Statement of Accounts > Treasury Management	New requirement for the 2010/11 assessment	Not Applicable	N/A	9	Not Applicable	No specific actions but current standards to be maintained
68	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.	Head of Human Resources and Organisational Development	> EHRC - Equalities Framework > Risk Management - training and development > Equalities and Diversity training, including level 5 Tower Hamlets experience > Training and development plan reflect requirements of a modern councillor including: a) the ability to scrutinise and challenge b) the ability to recognise when outside advice is required c) advice on how to act as an ambassador for the community d) leadership and influencing skills	Action: The implementation of a competency based scheme for managers will be completed during 2010/11 Milestone: September 2011 Responsible Officer: Head of Human Resources and Organisational Development	Due to Single Status (complete harmonisation of terms and conditions), officer appraisal and proposed competency framework will be reviewed and launched following implementation which is expected in mid-2011/12	8	8	Not Applicable	An action to implement a competency based framework is detailed in requirement 65.
69	Ensure that 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.	Monitoring Officer	The Leader of the Council conducts performance and development interviews with Executive Members and key Chairs	Action: Position to be reviewed following 2010 election Milestone: June 2010 Responsible Officer: Borough Solicitor	The Leader of the Council continues to conduct performance and development interviews with Executive Members and key Chairs	8	8	Not Applicable	No specific actions but current standards to be maintained
	Supporting Principle: Encouraging new talent for membership of the authority so that best use can be made of resources in balancing continuity and renewal								
70	Ensure that effective arrangements are in place designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority.	Head of Housing, Partnerships & Communications	> Strategic partnership framework > Stakeholders' forums terms of reference > Community Conference (inc. participatory budgeting) > Café Choice	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	9	8	The capacity to deliver consultation and engagement activity weakened in 2010/11. The Council's approach to consultation and engagement with the community, voluntary and private sector partners will be reviewed in 2011/12, as reported to Executive in January 2011.	An action to review and implement the consultation and engagement framework is detailed in requirement 77.
71	Ensure that career structures are in place for members and officers to encourage participation and development.	Strategic Director Resources	> Succession planning	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	7	7	Not Applicable	Action: Refresh and update the Council's People Strategy and Succession Planning Policy Milestone: March 2012 Responsible Officer: Head of Human Resources and Organisational Development

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	Requirement	Corporate Governance Group Lead Officer	Evidence of Compliance	Action required in 2010/11	March 2011 Update	Score assigned March 2010	Score assigned March 2011	Explanation for Change (where applicable)	Actions for 2011/12
	Principle 6: Engaging with local people and other stakeholders to ensure robust public accountability								
	Supporting Principle: Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders including partnerships, and develops constructive accountability relationships								
72	Make clear to themselves, all staff and the community, to whom they are accountable and for what.	Monitoring Officer	The following documents set out how and why the Council delivers particular services: > Community Strategy > Corporate Plan > Annual Report > Neighbourhood Forums	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	9	9	Not Applicable	No specific actions but current standards to be maintained
73 (originally part of req 72)	Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required.	Head of Housing, Partnerships & Communications	> The SoStevenage (LSP) Guide sets out arrangements for working with partners Residents are consulted through various means including: > Town wide surveys > Community Conference	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	9	9	Not Applicable	No specific actions but current standards to be maintained
74	Produce an annual report on the activity of the scrutiny function.	Monitoring Officer	> Annual Report	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	9	9	Not Applicable	No specific actions but current standards to be maintained
	Supporting Principle: 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 or in partnership								
75	Ensure clear channels of communication are in place with all sections of the community and other stakeholders, including monitoring arrangements and put in place monitoring arrangements to ensure that they operate effectively > Hold meetings in public unless there are good reasons for confidentiality.	Head Housing, Partnerships & Communications	Residents are consulted through various means including: > Town wide surveys > Community Conference > Council debates The SoStevenage (LSP) Guide sets out arrangements for working with partners	Action: Improve compliance monitoring of Impact Assessments Milestone: March 2011 Responsible Officer: Communications and Partnerships Manager	A revised Impact Assessment template has been developed. Training with key officers is planned for April/May 2011 and communication with staff is being developed.	9	8	The Council's approach to consultation and engagement with the community, voluntary and private sector will be reviewed in 2011/12, as agreed with Executive in January 2011. The Council will also review the support offered to the voluntary and community sector, and establish a new Voluntary and Community Sector Strategy.	An action to review and implement the consultation and engagement framework is detailed in requirement 77.
76	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.	Head Housing, Partnerships & Communications	> Equality Impact assessments are completed for Engagement Strategy projects and service delivery > 'Achieving' status of the Equalities Framework for Local Government	Action: Improve compliance monitoring of Impact Assessments Milestone: March 2011 Responsible Officer: Communications and Partnerships Manager	A revised Impact Assessment template has been developed. Training with key officers is planned for April/May 2011 and communication with staff is being developed.	9	9	Not Applicable	No specific actions but current standards to be maintained

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Principle 6: Engaging with local people and other stakeholders to ensure robust public accountability (continued)									
Supporting Principle: 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 or in partnership (continued)									
77	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.	Head Housing, Partnerships & Communications	<ul style="list-style-type: none"> > Partnership Framework > Communication Strategy > Communication Strategy linked to CDRP and LSPG > "You said - we did" > Community Conference > Neighbourhood Conference 	Action: Review arrangements and set a clear programme of consultation Milestone: March 2011 Responsible Officer: Communications and Partnerships Manager	A report to Executive on 19/1/11 outlined an approach to consultation and engagement with the community, the voluntary sector and public sector partners.	8	7	The Council's approach to consultation and engagement with the community, voluntary and private sector partners will be reviewed in 2011/12, as agreed with Executive in January 2011. The Council will also review and implement a new consultation and engagement framework.	Actions: Review and implement the consultation and engagement framework Milestones: Completion of review and commence implementation - November 2011 Responsible Officer: Head of Housing, Communications and Partnerships
78	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.	Head of Customer Service and Business Improvement	<ul style="list-style-type: none"> > Annual report > Annual financial statements > Corporate Plan 	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	9	9	Not Applicable	No specific actions but current standards to be maintained
79	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.	Head of Housing, Partnerships & Communications	<ul style="list-style-type: none"> > Constitution > "Working together" corporate value > Neighbourhood teams > Open Council meetings 	Action: Remaining Customer Focus Strategy Projects to be scoped by June 2010 Milestone: June 2010 Responsible Officer: Head of Customer Service and Business Improvement	The Customer Focus Strategy was reviewed strategically at SMB on 14/9/2010 and timescale for delivery agreed having regard for capacity to deliver. Project Concept documents for deferred projects are not being produced at this stage. A report to Executive on 19/1/11 outlined an approach to consultation and engagement with the community, the voluntary sector and public sector partners.	8	8	Not Applicable	An action to complete relevant strands of the Customer Focus Strategy is detailed in requirements 5, 6 and 47.
Supporting Principle: Making best use of resources by taking an active and planned approach to meet responsibility to staff									
80	Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making.	Head of Housing, Partnerships & Communications	<ul style="list-style-type: none"> > Constitution > SMB/staff-side meetings > Joint consultative Committee meetings (employer and staff) > Staff survey > Managing change 	No specific actions but current standards to be maintained and enhanced where feasible	Not Applicable	9	9	Not Applicable	No specific actions but current standards to be maintained