Overarching principle	Supporting activities	Sources of evidence	Responsible persons
Focus on the purpose of the authority and outcomes for the community, implementing a vision for the local area	Develop and promote the council's purpose and vision	Work on developing values for the new authority (minutes, workshop outputs, statement of values approved by IE and published as 'One Council One Culture What Will We Be Like?', work done with Standards Committee members 18/01/08)	Sue Redmond/Niki Lewis Nina Wilton
		Clearly linked to corporate, department and team level service plans(and in the revision of the Medium Term Financial Strategy)	Laurie Bell and Sharon Britton
		Values published on web-site, visible in posters, in News & Views.	Laurie Bell
	Regularly review the council's vision for the local area and its impact on the council's governance arrangements	Reviewed by Assurance Steering Group and on their agenda. Overseen by Final Accounts & Audit and Standards Committees and minuted.	Ian Gibbons, Nina Wilton, Steve Memmott
		Corporate Leadership Team attention to high level governance arrangements.	Keith Robinson

			New local governance arrangements	Sue Redmond and Niki Lewis
			Partnership governance arrangements	Keith Robinson and Sharon Britton
			Comprehensive Area Assessment (CAA) from April 2009.	Keith Robinson and Sharon Britton
	Publish an annual report to communicate the council's activities and achievements, its financial position and performance		Annual Report produced and published.	Caroline Bee
			Annual Accounts published on web site	Caroline Bee
	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		Customer Access Strategy	John Rogers
			Relevant targets in the Local Agreement for Wiltshire, Corporate Plan and in service plans.	Sharon Britton
			Service user consultation and feedback arrangements	Corporate Directors
			LEAN systems programme	Deborah Farrow
			Performance management – corporate arrangements.	Sharon Britton

	Put in place effective arrangements to identify and deal with failure in service delivery	Risk assessment and management arrangements	Jan Collins
		Corporate Leadership Team oversight supported by the function of the Programme Office	Keith Robinson Ian Cook
		Performance reporting	Sharon Britton
		Complaints procedures. "Closing the loop" – overview by CLT and Cabinet. Adequately-resourced complaints team. Evidence of robust internal challenge – complaints reports recommending resolution. Monthly report to CEO.	Nina Wilton
		Scrutiny Committee function	Paul Kelly
		Evidence-based links to LEAN project work.	Deborah Farrow
		High quality MIS from Lagan.	Jacqui White

	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.	Efficiency programme	Carlton Brand
		Benefits Realisation – this programme is being developed to ensure that all projects deliver benefits that are monitored and realised. Links to wider Value For Money assurances and financial planning.	Caroline Bee
		Implementation of new SAP system.	Carlton Brand
	Measure the environmental impact of policies, plans and decisions.	Environmental Impact Assessments for all new policies	Alistair Cunningham
		Environmental Impact Assessments for key existing policies	
Members and officers working together to achieve a common purpose with clearly defined functions and roles	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 to putting this into practice.	Constitution	Ian Gibbons
		Accountability and governance structure	Keith Robinson and Ian Gibbons

	Set out a clear statement of the respective roles and responsibilities of other authority members and senior officers	Job description for unitary members	John Quinton
		Job descriptions for senior officers	Keith Robinson and Corporate Leadership Team
		Schemes of delegation	Ian Gibbons
		Constitution	Ian Gibbons
	Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required.	Constitution	Ian Gibbons
		Standards Committee work plan Standards Committee minutes	Nina Wilton
	Chief Executive responsible and accountable to the authority for all aspects of operational management	Chief Executive's contract of employment	Leader/Chief Executive
		Scheme of delegation (in constitution)	Ian Gibbons
		Chief Executive's Appraisal - performance management arrangements	Leader/Chief Executive
		Forward planning for Cabinet and Implementation Executive	John Quinton

	Develop protocols to ensure that the leader and chief executive negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained	Chief Executive's Appraisal - performance management arrangements	Leader/Chief Executive
	S151 officer responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records an accounts and for maintaining an effective system of internal financial control	Job description Statutory requirement	To March 31 2009 – Sandra Farrington From, 1 April 2009 – Martin Donovan
		Constitution	Ian Gibbons
		Statement of accounts	Caroline Bee
		Budget documentation	Caroline Bee
		Statutory reports	To March 31 2009 – Sandra Farrington From 1 April 2009 – Martin Donovan
		Internal Audit validation	Steve Memmott
	Monitoring Officer responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with	Job description Statutory requirement	To March 31 2009 – Stephen Gerrard From 1 April 2009 – Ian Gibbons
		Constitution	Ian Gibbons

	Develop protocols to ensure effective communication and appropriate division of responsibilities between members and officers	Member/officer protocol – constitution	Ian Gibbons John Quinton Nina Wilton
	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 (where applicable)	All jobs below Hay grade have been appointed with a JEQ and graded against the Greater London Provincial Council Job evaluation Scheme. Senior positions evaluated in accordance with HAY Grading Scheme	Barry Pirie / Richard Woodroofe
		Staffing and Joint Staffing Committee and structures	Barry Pirie
		Constitution	Ian Gibbons
		Members Allowances Scheme Minutes of meetings of Independent Member Remuneration Panel	John Quinton
		Minutes of Council decisions establishing members' allowances	

	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.	Local Agreement for Wiltshire including the LAA Corporate Plan Evidence of consultation with stakeholders Locally agreed performance measures	Sharon Britton Laurie Bell Niki Lewis and Laurie Bell Sharon Britton
	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	Compliance with partnerships protocol, including registration of partnerships on partnerships register	Mike Swabey
		Partnerships all governed by an agreed partnership working document that sets these roles and responsibilities out clearly.	Sharon Britton
		The document contains a clear statement of the partnership principles and objectives.	Sharon Britton
		Each partner's role is clearly stated.	Sharon Britton
		The roles of the partnership board members are defined.	Sharon Britton
		Line management responsibilities	Sharon Britton and Niki Lewis

		for partnership support staff are stated.	
		There is a statement of funding sources for joint projects and clear accountability for proper financial administration.	Martin Donovan and Caroline Bee
		There is a protocol for dispute resolution within the partnership.	Thematic Partnership Lead Officers – information available from Sharon Britton
		There is a clearly stated exit strategy.	Thematic Partnership Lead Officers – information available from Sharon Britton
		The document makes explicit how service user complaints are to be considered.	Thematic Partnership Lead Officers – information available from Sharon Britton
	There is clarity about the legal status of all partnerships	Partnership agreements for all partnerships drafted or agreed by appropriately qualified legal officer	Ian Gibbons

	Representatives or organisations in the partnership understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.		Thematic Partnership Lead Officers – information available from Sharon Britton
Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour	The authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect	Values statement approved by the Implementation Executive and disseminated- published as 'One Council One Culture: What Will We Be Like?'	Laurie Bell
	Standards of conduct and personal behaviour expected of members and officers, of work between members and officers and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols.	Code of conduct for staff Code of conduct for members Partnership agreements set out expectations of appropriate behaviour Code of conduct protocol for area board members and full guidance on governance at the level of Area Boards in a Handbook format	Barry Pirie John Quinton and Nina Wilton Ian Gibbons/and Thematic Partnership Lead Officers – information available from Sharon Britton Niki Lewis
	Arrangements to ensure that members and officers are not influenced by prejudice, bias, or conflicts of interests in dealing with stakeholders and put in place appropriate processes to ensure they continue to operate in	Register of members' interests Register of officers' interests Members declarations of gifts and hospitality On-line staff register of gifts and hospitality Staff appointments procedures	John Quinton and Nina Wilton Nina Wilton John Quinton and Nina Wilton Barry Pirie Barry Pirie

	practice	Declarations of interest at the start of meetings	John Quinton
	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	Statement of corporate values approved by the Implementation Executive and disseminated- published as 'One Council One Culture: What Will We Be Like?' Values statement on web-site "Golden thread" in staff development, supervision and appraisal Forms key part of member induction Forms key part of staff induction	Laurie Bell Barry Pirie John Quinton Barry Pirie
	Arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice	Systems are informed by Data Protection and IT security protocols and controls are applied appropriately and monitored according to the type of service.	Nina Wilton Chris Christenson Steve Memmott
	Develop and maintain an effective Standards Committee	All members have received training in Code of Conduct Training is provided to town and parish councils There are few breaches of the Code Standards Committee has a forward plan and delivers against it	Nina Wilton Nina Wilton and John Quinton Nina Wilton Nina Wilton

	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	Implementation Executive meetings summaries available on the Extranet. Extended Leadership Team role and programme of discussions on values and their impact in the new authority.	John Quinton Laurie Bell and Linda Watts
	In partnerships, 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.	Development of related discussions at the Wiltshire Co-ordinating Group (co-ordinating group for thematic partnerships).	Keith Robinson and Linda Watts
Taking informed and transparent decisions which are subject to effective scrutiny and managing risk	Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority's performance overall and that of any organisation for which it is responsible	Scrutiny overview and policy development roles, specific Scrutiny Task Groups and Scrutiny Programme. Decisions of Cabinet in response to Scrutiny recommendations. Implementation of new scrutiny arrangements for new council	Paul Kelly
	Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based	Improvements to reports to Executive with accompanying guidance.	John Quinton

	Develop and maintain an effective audit committee which is independent of the executive and scrutiny functions	ToR, agendas and minutes of the Final Accounts and Audit Committee Establishment of audit committee for new council	Steve Memmott
	Ensure that those making decisions whether for the authority or the partnership are provided with information that is fit for purpose – relevant, timely and gives clear explanations of technical issues and their implications	Improvements to reports to Executive with accompanying guidance.	John Quinton
	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.	Legal services function. Financial	Ian Gibbons Martin Donovan
	Ensure that risk management is embedded in the culture of the authority, with members and managers at all levels recognising that risk management is part of their jobs	Committee decisions indicate evidence of risk assessment Project and programme risk registers in place and managed. Team level risk registers in place and managed. Directorate and Corporate risk registers in place and managed –	Jan Collins

		quarterly reporting to Corporate Leadership Team. Attendance at risk management training Appropriate Equalities, Environmental, and Privacy Impact Assessments can be produced for all significant policies and decisions Evidence of risk assessment for procurement activities Evidence of risk assessment and management of partnerships	Jan Collins and Mike Swabey Jan Collins
	Ensure that effective arrangements for whistle-blowing are in place which is accessible to staff, partners, contractors and members of the public	Whistle blowing procedure is used Appropriate follow up arrangements for whistle blowers are used Appropriate remedial action is taken after an investigation Standards Committee receives reports on the efficacy of the procedure Efficacy is reviewed and changes to procedure are made if necessary	Nina Wilton Nina Wilton and Barry Pirie Nina Wilton Nina Wilton Nina Wilton

	Officers actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to use their powers to the full benefit of their communities	Legal Services function	Ian Gibbons
	Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsiblitites placed on authorities by public law	Monitoring officer function	To March 31 2009 – Stephen Gerrard From 1 April 2009 – Ian Gibbons
	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	Legal Services function	Ian Gibbons
Developing the capacity and capability of members and officers to be effective	Provide induction programmes tailored to individual needs and opportunities provided for members and officers to update their knowledge and skills on a regular basis	Staff induction content Member induction content Attendance at induction monitored Feedback on induction is taken and acted upon	Barry Pirie John Quinton

		Member development programme Attendance at member training Staff development plans for all staff, updated at appraisal SAP staff development module evidences that staff development needs are identified and met	John Quinton

Barry Pirie

Barry Pirie |
| | Ensure that the statutory officers have the skills, resources and support needed to perform effectively in their roles and that these roles are properly understood throughout the authority | S151 officer confirms to Audit Committee that s151 function is adequately resourced

Monitoring Officer confirms to Standards Committee that Monitoring Officer function is adequately resourced Personal development plans in place for statutory officers recognising specific training needs arising from these statutory functions, and there is adequate budgetary provision to meet those needs Role of statutory posts is promoted to staff in corporate induction | To March 31 2009 – Sandra Farrington From 1 April 2009 – Martin Donovan

To March 31 2009 – Stephen Gerrard From 1 April 2009 – Ian Gibbons |

	Assess the skills required of members and officers with particular governance responsibilities and develop those skills to enable those roles to be carried out effectively	Examples include specific elections training for Returning Officers in 2009.	Keith Robinson and Carlton Brand
	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	Examples include the programme of development for the Corporate Leadership Team involving external skilled facilitation. Another type of example is the LEAN systems reviews where staff are being trained in house to take forward the LEAN approach to reviewing service delivery.	Keith Robinson Deborah Farrow
	Ensure that effective arrangements are in place for reviewing the performance of the executive as a whole and of individual members and agreeing an action plan which might, for example, aim to address any training or development needs	Performance review for the executive will be discussed further when the new Executive is in place subsequent to the June 2009 local elections. Performance review for individual members will be discussed further subsequent to the June 2009 local elections.	Keith Robinson and John Quinton

	Arrangements are in place to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority	Development of the Equalities and Diversity framework

Community level governance arrangements | Sue Redmond and Niki Lewis

Sue Redmond and Niki Lewis |
| | Ensure that career structures are in place for members and officers to encourage participation and development | Career structures for members will be discussed further subsequent to the June 2009 local elections.
Career structures for officers have been and are being considered during service redesign. | Keith Robinson and John Quinton

Extended Leadership Team |
| **Engaging with local people and other stakeholders to ensure robust public accountability** | Leaders to make clear to themselves, all staff and the community to whom they are accountable and for what | Involvement of the Leader in Corporate Induction.
Review and clarification of transition governance roles and substantial information on roles and responsibilities in the new Council.
Extensive Face2Face staff meetings held in differing localities led by the Leader/Deputy Leader, Chief Executive and Corporate Directors – including explanations | Leader

Corporate Leadership Team and Laurie Bell

Keith Robinson and Laurie Bell |

		of accountabilities and action being taken.. Clarification of lead roles and responsibilities in partnerships in the context of the LAA delivery requirements.	Thematic Partnership Lead Officers – information available from Sharon Britton
	Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required	Developments in the relationship with CLG have taken place in the LGR context. Cross partner working and consultation on effective relationships has been facilitated by the review of the Wiltshire family of partnerships and its implementation.	Keith Robinson Keith Robinson
	Produce an annual report on the activity of the scrutiny function	Report provided to the Executive.	Paul Kelly
	Ensure clear channels of communication are in place with all sections of the community and other stakeholder, and put in place monitoring arrangements and ensure that they operate effectively	Consultation and communication arrangements in place. Specific protocols such as COMPACT – for the voluntary sector. Extensive Town and Parish Council meetings held in local settings. Appropriate communication being developed with groups such as people with learning difficulties. Translation service available.	Keith Robinson and Sue Redmond. Niki Lewis Laurie Bell Sue Redmond Niki Lewis and Laurie Bell

	Hold meetings in public unless there are good reasons for confidentiality	This currently takes place and is demonstrated in the meetings schedule.	John Quinton
	Ensure that arrangements are in place to engage with all sections of the community effectively, recognising that each may have different priorities. Establish explicit processes for dealing with these competing demands.	Flexible and open approach to receiving representations at Cabinet etc. Setting up of Community Area Boards to address a wide range of competing issues at the local level – more effective than dealing with these at a county wide level. Training being given to Chairs of the Boards also a DVD and workbook initiative to promote effective mediation, supported by Southampton University.	Leader and John Quinton Sue Redmond and Niki Lewis
	Establish a clear policy on the types of issues on which we will consult or engage with the public. Use meaningful consultation processes, to include feedback and ways of demonstrating what changes have been made as a result of the consultation.	Community Area Boards Handbook is a relevant guide. Peoples Voice and young peoples consultation arrangements – Tomorrows Voice, influence service changes and resourcing. Feedback re Tomorrows Voice is provided via the special website.	Niki Lewis Laurie Bell

	Publish an annual performance plan giving information on the council's vision, strategy, plans and financial statements as well as information about outcomes, achievements and user satisfaction in the previous period.	The Corporate Plan 2009 has been approved by the Implementation Executive and Council. The Annual Report and Accounts are published. A medium term Corporate Plan will be produced by the new Council.	Laurie Bell Caroline Bee Laurie Bell
	Ensure that the council has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality where it is proper and appropriate to do so.	Transparency was one of the high level objectives of the Wiltshire County Council. The Wiltshire Magazine and other communications boost transparency by providing factual information. The Town and Parish Council Meet and Greet sessions are an example of openness. Partnership governance arrangements are based on this principle.	Keith Robinson and Laurie Bell
	Develop a clear policy on how staff and their representatives are consulted and involved in decision making involving them	People Strategy approved in 2008. Minutes of meetings between Unison and employers Development of Extended Leadership Team meetings and wider manager discussions. Substantial attendance at staff events such as Resources Open Days.	Barry Pirie Richard Woodroofe Keith Robinson and Laurie Bell Carlton Brand and other Corporate Directors