

Core Principle Description	Supporting Principle Description	Outcome required	DDC Evidence	Evidence verified	Hyperlinks to evidence in Covalent	Attached evidence / documents in Covalent
	Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcomes for citizens and service users	<p>An authority develops and promotes their purpose and vision.</p> <p>It reviews on a regular basis its vision for the local area and its implications for the authority's governance arrangements.</p> <p>It ensures that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners</p> <p>It publishes an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance</p>	<p>Communication strategy is contained within the constitution</p> <p>Communication toolkit is in place and available on the intranet for all staff</p> <p>Constitution is reviewed regularly and a copy is available on the Internet</p> <p>Corporate plan is agreed and up to date</p> <p>Financial statements are up to date and published on the website</p> <p>Governance assurance statement is approved and published on the website</p> <p>Governance Framework Local Code is in place and is regularly reviewed.</p> <p>Partnership protocol is in place and regularly reviewed</p> <p>Performance is reported regularly in line with the Governance Framework and published on the website</p> <p>Scrutiny annual report is published on the website</p> <p>Shared service agreements in place</p>	<p>17-Jul-13</p> <p>17-Jul-13</p> <p>17-Jul-13</p> <p>17-Jul-13</p> <p>17-Jul-13</p> <p>17-Jul-13</p> <p>17-Jul-13</p> <p>17-Jul-13</p> <p>17-Jul-13</p> <p>17-Jul-13</p> <p>17-Jul-13</p> <p>17-Jul-13</p>	<p>Constitution</p> <p>Corporate Plan</p> <p>Financial information</p> <p>Performance Information</p> <p>Scrutiny information</p>	<p>Live partnerships Current 02.01.13.xls</p> <p>Partnership Agreement Guidance.docx</p> <p>Partnership assessment form.docx</p> <p>Partnership assessment scoring form.docx</p> <p>Partnership Framework.doc</p> <p>Partnerships - follow-up Questionnaire Jan 2013.doc</p> <p>Cabinet Report - Partnerships - Feb 2013.doc</p> <p>Member Induction - Partnerships Briefing.doc</p>
Focusing on the purpose of the authority and on the outcomes for the community and creating and implementing a vision for the local area.	Ensure that users receive a high quality of service whether directly or in partnership, or by commissioning	<p>The quality of service for users is measured and information to ensure effective service review is available</p> <p>Effective arrangements are in place to identify and deal with failure in service delivery</p>	<p>Budget completed annually and published for the current year</p> <p>Complaints process in place with on-going monitoring and review of complaints and lessons learned. Lessons learned are reported to Standards Committee.</p> <p>Corporate Plan and service plans completed and published</p> <p>Medium term financial plan is completed and published</p> <p>Neighbourhood forums held throughout the year</p> <p>Performance reports are reviewed by CMT, Cabinet and Scrutiny and published on the website</p> <p>SIMALTO budget planning exercise planned for 2013/14</p>	<p>17-Jul-13</p> <p>17-Jul-13</p> <p>17-Jul-13</p> <p>17-Jul-13</p> <p>17-Jul-13</p> <p>17-Jul-13</p> <p>17-Jul-13</p>	<p>Complaints</p> <p>Corporate Plan</p> <p>Financial information</p> <p>Neighbourhood forums</p> <p>Performance</p>	<p>Housing Needs Service Delivery.doc</p> <p>CorporatePlan2012-2016.pdf</p> <p>2012-13 Legal Service Plan.doc</p> <p>Accountancy Service Plan 2012-13.doc</p> <p>Alt Svc Delivery Service Plan 2012-13.doc</p> <p>Audit service plan 2012-13 (2).doc</p> <p>Bdg Control Serv Plan 2012-13.doc</p> <p>Community Leisure Service Plan 2012-13 (3).doc</p> <p>Corporate Support Serv Plan 2012-13.doc</p> <p>Env Corp Assets 2012 - 2013 Serv Plan combined.doc</p> <p>Financial Svcs Service Plan 2012-13.doc</p> <p>Housing Service Plan 2012-13.doc</p> <p>Leadership and Corporate Communication Service plan 2012-13.doc</p> <p>Annual Performance Report final 29June 2012.pdf</p>
	Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money	Decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions	<p>DES Team (Delivering Effective Services) review services for efficiencies. There is an ongoing programme of reviews.</p> <p>Environmental Impact current position forms part of the Head of Service Statement.</p>	<p>17-Jul-13</p> <p>17-Jul-13</p>	<p>Procurement</p> <p>Performance</p>	

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		Measure the environmental impact of policies, plans and decision	Performance report, which shows key targets for the Council including those for shared services, is produced quarterly. It is reviewed by CMT, Cabinet and Scrutiny and published on the Website.	17-Jul-13		
			Procurement information is available on the website	17-Jul-13		
	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	<p>A clear statement is set out of the respective roles and responsibilities of the executive and of the executive's members individually, also the approach towards putting this into practice.</p> <p>Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and of senior officers and of the leadership team and its members individually</p>	<p>Job descriptions for Members and Senior Officers are contained in the constitution</p> <p>Member/officer protocol is in place and is part of the Constitution</p> <p>Roles and Responsibilities of Members are published on the website</p>	<p>18-Jul-13</p> <p>18-Jul-13</p> <p>18-Jul-13</p>	<p>Constitution</p> <p>Members Roles and Responsibilities</p>	<p>Constitution.pdf</p> <p>Counter Fraud and Corruption Policies.doc</p> <p>How Decisions are Made at DDC - August 11.doc</p> <p>Induction Evening Pack List.doc</p> <p>IT Questionnaire.doc</p> <p>Ivysoft - Explanatory document.doc</p> <p>Letter to new Councillor - May 11.doc</p> <p>Member Induction - Partnerships Briefing.doc</p> <p>Member Job Description.doc</p> <p>Members' Allowances Scheme 2011.doc</p> <p>Members ICT Guide - May 2011.doc</p> <p>Members ICT Overview - Nov 11.doc</p> <p>DDC Decision-Making Structure - May 11.doc</p> <p>DDC Structure - April 2011.doc</p> <p>New Personal Payroll Information Sheet for Councillors.doc</p> <p>2011 Member Training Programme - Version 2.doc</p> <p>Personal Information Form.doc</p> <p>Standards for England Blogging Guide.doc</p> <p>Constitution.pdf</p>
Members and officers working together to achieve a common	Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of authority members and officers are carried out to a high standard	<p>A scheme of delegation and reserve powers is contained 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</p> <p>The chief executive or equivalent is responsible and accountable to the authority for all aspects of operational management</p> <p>Protocols developed to ensure that the leader and chief executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained</p> <p>A senior officer (the S151 officer) is responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control</p>	<p>Conditions of employment are part of the Constitution</p> <p>Job Descriptions / specifications of Senior Officers are contained within the Constitution including the S151 officer and the Monitoring Officer</p>	<p>18-Jul-13</p> <p>18-Jul-13</p>		<p>Constitution.pdf</p>

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purpose with clearly defined functions and roles		A senior officer (usually the monitoring officer) is responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied	S151 officer give a statement of compliance. This is contained within the Annual Governance Statement	18-Jul-13		
			Scheme of delegation is documented and contained in the constitution	18-Jul-13		
			Standing orders and financial regulations are reviewed on a regular basis as per the Monitoring officer and S151 officer assurance statements	18-Jul-13		
Ensuring relationships between the authority and the public are clear so that each knows what to expect of the other	<p>Protocols developed to ensure effective communication between members and officers in their respective roles</p> <p>Terms and conditions set out for remuneration of members and officers and an effective structure for managing the process, including an effective remuneration panel (if applicable)</p> <p>Effective mechanisms exist to monitor service delivery</p> <p>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</p> <p>When working in partnership: - ensure that there is clarity about the legal status of the partnership - ensure that representatives of organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions</p> <p>There is clarity about the legal status of partnerships</p> <p>Representatives of the organisation both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions</p>		Budget process in place and budgets are published on the website.	18-Jul-13	Constitution Corporate Plan Financial information Neighbourhood forums Performance	Housing Needs Service Delivery.doc
			Job evaluations are done by fully trained officers	18-Jul-13		Live partnerships Current 02.01.13.xls
			Medium term financial plan (MTFP) has been produced and published.	18-Jul-13		Partnership Agreement Guidance.docx
			Member officer protocol is in the constitution	18-Jul-13		Partnership assessment form.docx
			Partnerships all have clear statements of principle and objectives. Partnership protocols are in the constitution	18-Jul-13		Partnership assessment scoring form.docx
			Performance is reported each quarter in a report containing key indicators. This is reviewed by CMT, Cabinet and Scrutiny	18-Jul-13		Partnership Framework.doc
			Review of pay and conditions is continual with relevant policies and practices in place. An independant remuneration panel is established and referred to in the constitution.	18-Jul-13		Partnerships - follow-up Questionnaire Jan 2013.doc
			Service Plans are refreshed annually and contain revised Performance indicators	18-Jul-13		2012-13 Legal Service Plan.doc
			Statutory guidance is followed as per the S151 Officer's statement	18-Jul-13		Accountancy Service Plan 2012-13.doc
						Alt Svc Delivery Service Plan 2012-13.doc
						Audit service plan 2012-13 (2).doc
						Financial Svcs Service Plan 2012-13.doc
						Housing Service Plan 2012-13.doc
						Leadership and Corporate Communication Service plan 2012-13.doc
						Constitution.pdf Cabinet Report - Partnerships - Feb 2013.doc MTFP 2012-13to2014-15.pdf Member Induction - Partnerships Briefing.doc
			Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance	The authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect		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
Annual Governance Assurance Statement has been prepared and published along with the annual accounts	18-Jul-13					
Anti-Fraud and Anti-Corruption policy are in place and contained in the constitution	18-Jul-13					
Code of conduct is contained in the constitution	18-Jul-13					

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Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour		conduct and protocols Arrangements are in place to ensure that members and employees 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	Complaints process is detailed on the website	18-Jul-13		
			Disclosures register is available on the Intranet	18-Jul-13		
			Financial regulations are in the Constitution	18-Jul-13		
			Induction processes for new members and staff explain standards of behaviour expected and are contained in the constitution	18-Jul-13		
			Member / officer code of conduct is in place and contained in the constitution.	18-Jul-13		
			Training is sourced as and when required for staff and members. Training requirements are listed in annual PPR's for staff.	18-Jul-13		
	Ensuring that organisational values are put into practice and are effective	Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations, and communicate these with members, staff, the community and partners Arrangements are in place to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice An effective standards committee is in place Shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority A set of values have been agreed for partnerships against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively	Complaints responses are published in standards committee agendas and minutes	23-Jul-13	Complaints Constitution Financial Information Standards Committee	Live partnerships Current 02.01.13.xls
			Decision making practices are contained within the constitution	18-Jul-13		Partnership Agreement Guidance.docx
			Member / Officer code of conduct is contained in the Constitution	18-Jul-13		Partnership assessment form.docx
			Partnership framework and protocols in place	23-Jul-13		Partnership assessment scoring form.docx
			Shared Service agreements are in place. Regular meetings held with management.	18-Jul-13		Partnership Framework.doc
			Standards Committee Terms of reference are contained in the Constitution	18-Jul-13		Partnerships - follow-up Questionnaire Jan 2013.doc
			Whistleblowing procedures are on all notice boards, The intranet and in the Constitution	18-Jul-13		Constitution.pdf
						Cabinet Report - Partnerships - Feb 2013.doc
					Member Induction - Partnerships Briefing.doc	
Being rigorous and transparent about how decisions – are taken and listening and acting on the outcome of constructive scrutiny	Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority's performance overall and that of any organisation for which it is responsible	Complaints procedures are publicised in offices and via the internet	18-Jul-13	Constitution Councillor, Committees, minutes and agendas, Decisions, Councillors and meetings Scrutiny information	Constitution.pdf	
	Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based	Decision making protocols, Members code of conduct and committee Terms of Reference are contained within the Constitution	18-Jul-13		Standards comm report 4.3.13.pdf	
	Put in place arrangements to safeguard members and employees against conflicts of	Decisions that are forthcoming and those already made are published on the website	24-Jul-13			
		Disclosures register is on the home page of the intranet	24-Jul-13			

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Taking informed and transparent decisions which are subject to effective scrutiny and managing risk		members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice	Minutes and agendas are published on the website including Cabinet and Scrutiny. These include a record of any professional advice given	18-Jul-13				
		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	Scrutiny have two committees each with their own remit, lessons learned and actions taken are also reported. Agendas and minutes are on the website	18-Jul-13				
			The Constitution is subject to annual review	18-Jul-13				
		Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints	The S 151 officer makes an annual statement which contains an opinion on the effectiveness of Internal Audit throughout the year	18-Jul-13				
	Having good-quality information, advice and support to – ensure that services are delivered effectively and are what the community wants/needs	Ensure that those making decisions whether for the authority or the partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical and financial issues and their implications.	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.	Calendar of decisions, details of decisions, minutes and agendas are all published on the internet	24-Jul-13	Calendar and records of decisions.		
				Governance and budget monitoring arrangements are all contained within the Constitution	18-Jul-13			
				The authority complies with the CIPFA statement of the Role of the Chief Financial Officer	18-Jul-13			
	Ensuring that an effective risk management system is – in place	Ensure that risk management is embedded into the culture of the authority, with members and managers at all levels recognising that risk management is part of their jobs	Ensure that effective arrangements for whistle-blowing are in place to which officers, staff and all those contracting with or appointed by the authority have access	Financial standards and regulations form part of the constitution	22-Jul-13	Constitution.	Risk Management and strategy 2011 revision.doc	
				Prevention of Fraud and Corruption Strategy contains a Whistle blowing, Money laundering and Anti-bribery policies. These are within the constitution.	22-Jul-13		Constitution.pdf	
				Risk management protocol in place	22-Jul-13		Counter Fraud and Corruption Policies.doc	
	Using their legal powers to the full benefit of the citizens and communities in their area	Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise their powers to the full benefit of their communities	Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities place on local authorities by public law	Monitoring officer roles and responsibilities are detailed in the constitution. The Monitoring Officer also gives an Annual Statement which forms part of the Governance Assurance Statement.	22-Jul-13	Constitution.	Constitution.pdf	
					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		Officers do not provide legal advice unless they are qualified to do so	22-Jul-13
					Statutory provisions are detailed in the constitution		22-Jul-13	

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Developing the capacity and capability of members and officers to be effective	Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles	Provide induction programmes tailored to individual needs and opportunities for members and officer to update their knowledge on a regular basis.	Induction programme is in place for members. Staff induction is tailored to individual needs due to minimal recruitment numbers.	22-Jul-13	Constitution	Constitution.pdf	
		Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the authority.	Job descriptions and person specifications for top management are all regularly reviewed and in the constitution	22-Jul-13			
			Legislation and other skills trianing is available through the Ivysoft intranet training package.	22-Jul-13			
			Training and development plans are in place for members. Staff training needs are picked up duing the PPR process	22-Jul-13			
	Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group	Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively	Staff Performance reviews are held every 6 months	22-Jul-13		Induction Evening Pack List.doc	
		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					
		Ensure that effective arrangements are in place designed to encourage individuals from all sections of the community engage with, contribute to and participate in the work of the authority.	Training and development needs are subject to continual review through the service planning and Performance review process	22-Jul-13			Member Induction - Partnerships Briefing.doc
			Training and development plans are in place for Councillors.	22-Jul-13			
	Encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal	Ensure that effective arrangements 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	A Strategic Partnership framework is in place	22-Jul-13	Neighbourhood forums	Partnership Agreement Guidance.docx	
			DES Group have a programme of ongoing service review	22-Jul-13			Partnership assessment form.docx
			Neighbourhood forums are held regularly throughout the district. They have their own webpage	22-Jul-13			Partnership assessment scoring form.docx
		Ensure that career structures are in place for members and officers to encourage participation and development					Partnership Framework.doc
				Partnerships - follow-up Questionnaire Jan 2013.doc			
				Member Induction - Partnerships Briefing.doc			
Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships	Both staff and the community are clear to whom DDC is accountable to and for what	A state of the district report is published annually	22-Jul-13	Assets of community value Neighbourhood forums State of the district Scrutiny	StateoftheDistrict2012.pdf		
	Effective relationships exist between DDC and institutional stakeholders to whom the authority is accountable.	Neighbourhood forum invitee list is extensive and is drawn up in co-operation with other public bodies to reach as wide an audience as possible.	22-Jul-13			Scrutiny annual report.doc	
		Surveys are done in house enabling a wide range of consultees to be engaged through various media.	22-Jul-13				
	Annual report of scrutiny is published	The annual report of overview and scrutiny has been published	22-Jul-13				

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<p>Engaging with local people and other stakeholders to ensure robust public accountability</p>	<p>Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning</p>	<p>Clear channels of communication are in place with all sections of the community and other stakeholders. Monitoring arrangements are in place to ensure that they operate effectively</p> <p>Arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands</p> <p>A clear plan is in place for consulting on issues and engaging with the public and service users. This includes a feedback mechanism for those consultees to demonstrate what has changed as a result</p> <p>Plans are published on an annual basis 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</p> <p>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 a</p> <p>Accountability extends to the recording of asset</p>	<p>Annual financial statements are published</p>	<p>22-Jul-13</p>	<p>Community Constitution Corporate Information Financial information Freedom of information Neighbourhood forums</p>	<p>Partnership Agreement Guidance.docx</p>
			<p>Communication and Engagement Team routinely work and communicate with all sections of the community</p>	<p>22-Jul-13</p>		<p>Partnership assessment form.docx</p>
			<p>Communication strategy is in the Constitution and a Communication toolkit is available on the front page of the Intranet</p>	<p>22-Jul-13</p>		<p>Partnership assessment scoring form.docx</p>
			<p>Constitution published and available on the website</p>	<p>22-Jul-13</p>		<p>Partnership Framework.doc</p>
			<p>Corporate Plan is published</p>	<p>22-Jul-13</p>		<p>Partnerships - follow-up Questionnaire Jan 2013.doc</p>
			<p>Freedom of information scheme is published</p>	<p>22-Jul-13</p>		<p>Member Induction - Partnerships Briefing.doc</p>
			<p>Medium Term Financial Plan Published</p>	<p>22-Jul-13</p>		
			<p>Neighbourhood forums provide opportunity for the public to discuss a wide range of topics</p>	<p>22-Jul-13</p>		
			<p>Partnership framework is in place</p>	<p>22-Jul-13</p>		