

APPENDIX B - Delivering Good Governance in Local Government

<http://www.cipfa.org/-/media/Files/Publications/Reports/delivering%20good%20governance%20addendum>

Table 1. Six Principles of Good Governance identified in the framework

Principle	Page Ref
Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.	3
Members and officers working together to achieve a common purpose with clearly defined functions and roles.	4
Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.	5
Taking informal and transparent decisions which are subject to effective scrutiny and managing risk.	6
Developing the capacity and capability of members and officers to be effective.	7
Engaging with local people and other stakeholders to ensure robust accountability.	7

Table 2. Recommended sections for the Annual Governance Statement

Text	Page Ref
Scope of responsibility	2
The purpose of the governance framework	2
The governance framework	3
Review of effectiveness	9
Significant governance issues	10-14
Signature	15

Table 3. Key elements of the systems and processes that comprise an authority's governance arrangements

Summary of Content	Included
Identifying and communicating the authority's vision of its purpose and intended outcomes for citizens and service users	✓
Reviewing the authority's vision and its implications for the authority's governance arrangements	✓
Translating the vision into objectives for the authority and its partnerships	✓
Measuring the quality of services for users, for ensuring they are delivered in accordance with the authority's objectives and for ensuring that they represent the best use of resources and value for money	✓
Defining and documenting the roles and responsibilities of the executive, non-executive, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication in respect of the authority and partnership arrangements	✓
Developing, communicating and embedding codes of conduct, defining the standards of behaviour for members and staff	✓
Reviewing the effectiveness of the authority's decision-making framework, including delegation arrangements, decision making in partnerships and robustness of data quality	More commentary around evidence required
Ensuring effective arrangements are in place for the discharge of the monitoring officer function	
Ensuring effective arrangements are in place for the discharge of the head of paid service function	
Reviewing the effectiveness of the framework for identifying and managing risks and demonstrating clear accountability	✓
Ensuring effective counter-fraud and anti-corruption arrangements are developed and maintained	✓
Ensuring effective management of change and transformation	✓
Ensuring the authority's financial management arrangements conform with the governance requirements of the <i>CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010)</i> and, where they do not, explain why and how they deliver the same impact	✓
Undertaking the core functions of an audit committee, as identified in CIPFA's Audit Committees: Practical Guidance for Local Authorities	✓
Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful	✓
Whistleblowing and for receiving and investigating complaints from the public	✓
Identifying the development needs of members and senior officers in relation to their strategic roles, supported by appropriate training	✓
Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation	✓
Enhancing the accountability for service delivery and effectiveness of other public service providers	✓
Incorporating good governance arrangements in respect of partnerships and other joint working as identified by the Audit Commission's report on the governance of partnerships, and reflecting these in the authority's overall governance arrangements.	✓