

Governance Improvement Working Group / Constitutional Review 2015			
	Governance design principle	Constitution	Other
1.	Members and officers perform effectively in clearly defined functions and roles	<ul style="list-style-type: none"> • Review functions scheme • Review scheme of delegation • Focus for member decision making on strategy and policy, with officer decision-making focussed on operations/implementation • Clear purpose and vision for the organisation focussed on outcomes • Partnership roles and responsibilities clear 	<ul style="list-style-type: none"> • Training and development for members and officers • Communications/website – ensure people know the information and support available and can find it • Plain English/easy guides
2.	Maximise member engagement and participation, including the involvement of all members in the development of key policies	<ul style="list-style-type: none"> • Clarify/strengthen role of members in performance management and improvement • Confirm budget and policy framework items • Scrutiny structure reviewed and/or policy panels supporting cabinet members 	<ul style="list-style-type: none"> • With regard to policy development - clear process flow / timescales to ensure all stakeholders included and at the right point, e.g. unions, partners etc. • Ensure feedback is given to those contributing
3.	Decision making is informed, transparent and efficient	<ul style="list-style-type: none"> • Clear scheme of delegation • Presumption of openness • Set threshold below which officer decisions do not need to be recorded • Review key decision threshold 	<ul style="list-style-type: none"> • Forward plan robust and clearly understood and identifies type of decision /strategy, policy • Decision reports proportionate to scale of decision • Training for report authors • Identify evidence sources and demonstrate how they are being used • Maximise use of technology to minimise bureaucracy and cost

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4.	The council welcomes public engagement and makes accountability real.	<ul style="list-style-type: none"> • Public involvement at meetings (questions at all meetings/questions without notice) • Forward plan publication arrangements • Scrutiny arrangements robust and resourced • Standards of behaviour (members and officers) clearly articulated • Locality arrangements 	<ul style="list-style-type: none"> • Use of webcasting/technology to improve public access • Timing/location of scrutiny and Cabinet meetings flexible at Chairman's discretion • Website and communications make information easy to access • Forward plan understood and accessible • Improved customer feedback and use of information held to inform improvement