

	Governance design principle	Constitution action	Action update	Other action	Action update
1.	Members and officers perform effectively in clearly defined functions and roles	<ul style="list-style-type: none"> a) Review functions scheme b) Review scheme of delegation c) Focus for member decision making on strategy and policy, with officer decision-making focussed on operations/implementation d) Clear purpose and vision for the organisation focussed on outcomes e) Partnership roles and responsibilities clear 	<ul style="list-style-type: none"> a) Reviewed to ensure roles and functions clear b) Reviewed to ensure clear c) Functions and delegations make the respective roles clear and new guide on member roles included. Consultation with groups on key decisions to be reflected in decision reports d) Link to corporate plan clear within articles e) New framework for partnership governance referenced in constitution 	<ul style="list-style-type: none"> a) Training and development for members and officers b) Communications/web site – ensure people know the information and support available and can find it c) Plain English/easy guides 	<ul style="list-style-type: none"> a) Scheduled for after adoption of revised constitution b) New website commissioned and scheduled to go live in new year c) New guides to public participation and member roles in new constitution. Draft guide to member participation being developed to accompany the new constitution
2.	Maximise member engagement and participation, including the involvement of all members in the development of key policies	<ul style="list-style-type: none"> a) Clarify/strengthen role of members in performance management and improvement b) Confirm budget and policy framework items c) Scrutiny structure reviewed and/or policy 	<ul style="list-style-type: none"> a) Role of GOSC re performance clarified b) Framework items confirmed and role of GOSC in relation to framework items clarified 	<ul style="list-style-type: none"> a) With regard to policy development - clear process flow / timescales to ensure all stakeholders included and at the right point, e.g. unions, partners etc. 	<ul style="list-style-type: none"> a) Existing procedure on policy adoption to be reviewed in light of new constitution and communicated; new guides to effective scrutiny to be developed.

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		panels supporting cabinet members	c) Scrutiny structure reviewed and proposals for three committee system made	b) Ensure feedback is given to those contributing	b) Guidance to report authors to include feedback to consultees.
3.	Decision making is informed, transparent and efficient	<ul style="list-style-type: none"> a) Clear scheme of delegation b) Presumption of openness c) Set threshold below which officer decisions do not need to be recorded d) Review key decision financial threshold 	<ul style="list-style-type: none"> a) Scheme of delegation clarifies b) Explicit within code of corporate governance and principles of good decision making c) Proposed as £50k d) Remain at £500k for both capital and revenue 	<ul style="list-style-type: none"> a) Forward plan robust and clearly understood and identifies type of decision /strategy, policy b) Decision reports proportionate to scale of decision c) Training for report authors d) Identify evidence sources and demonstrate how they are being used e) Maximise use of technology to minimise bureaucracy and cost 	<ul style="list-style-type: none"> a) Role of plan made clear in constitution and guides; to be covered in member and officer training. b) To be covered in report author guidance and training c) Scheduled to follow implementation of online report management system and adoption of the new constitution d) Included within report author guidance e) Implementation of online report management system currently being tested for implementation in 2017
4.	The council welcomes public engagement and makes accountability real.	<ul style="list-style-type: none"> a) Public involvement at meetings (questions at all meetings/questions without notice) b) Forward plan publication arrangements 	<ul style="list-style-type: none"> a) Provision for public questions included together with a guide to participation 	<ul style="list-style-type: none"> a) Use of webcasting/technology to improve public access b) Timing/location of scrutiny and Cabinet 	<ul style="list-style-type: none"> a) Costs of webcasting not possible within available resources but trial of audiocasting facility planned for end 2016

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		<ul style="list-style-type: none"> c) Scrutiny arrangements robust and resourced d) Standards of behaviour (members and officers) clearly articulated e) Locality arrangements 	<ul style="list-style-type: none"> b) Forward plan of key decisions published. c) Revised scrutiny arrangements proposed d) Review of both codes scheduled as phase 2 e) Working group not recommending formal locality arrangements 	<ul style="list-style-type: none"> meetings flexible at Chairman's discretion c) Website and communications make information easy to access d) Forward plan understood and accessible e) Improved customer feedback and use of information held to inform improvement 	<ul style="list-style-type: none"> b) Confirmed timing of meetings remains flexible c) Accessibility a key element of new website design and a guide to public participation will include live links for ease of navigation d) Forward plan of key decisions published on the website. e) Public participation guide includes information about providing feedback. Scrutiny training to include use of data.