

No	Requirement	Source document/good practice example	Evidence of compliance with good practice	Notes	Issues	Further Action	Owner	Target date
Focusing on the purpose of the authority and on outcomes for the local community and creating and implementing a vision for the local area								
1.1	Develop and promote the council's purpose and vision	Used as a basis for: Corporate service planning Shaping the Sustainable Community Strategy Local area or performance agreements	Business Plan 2008-2014 Annual delivery Plan 2009-2010 Quarterly Governance Report Q3 2009-10 Sustainable Community Strategy 2008-2011 The council's priorities and objectives (outcomes) are set out in the business plans which are linked by the golden thread to Service Team plans Governance and performance arrangements for the LSP Statement of Practice on Sharing of Performance Data	Risks are reviewed at the start of each project Evaluation reports are monitored on an ongoing basis at quarterly board meetings A review on the constitution has been actioned and no amendments There are only 2 Thematic Groups- Pride & Health			Policy & Performance Manager Sustainable Communities Manager Partnership Officer	
1.2	Review on a regular basis the Council's vision for the local area and its implications for the Council's governance arrangements	Governance Code	Sustainable Community Strategy 2008-2011 Business Plan vision is reviewed and aspirations and values added Annual Delivery Plan 2009-2010 Local Area Agreement 2008-2011 Thetford Growth Point Governance and Delivery model				Sustainable Communities Manager Policy & Performance Manager Economic Development & Regeneration Manager	
1.3	Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners. Publish an annual delivery plan on a timely basis to communicate the Council's activities and achievements, its financial position and performance.	Partnership protocol Governance Code	Governance in partnerships Business Plan 2008-2014 Annual Deliver Plan 2009-2010 Breckland Voice Website Moving Thetford Forward	Reviewed by Internal Audit Jan 2010. Awaiting findings			Policy & Performance Manager Marketing & Communications Manager	

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1.4	Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance	Annual financial statements Annual business plan	Statement of Accounts Annual delivery Plan 2009-2010 Business Plan 2008-2014 Quarterly Governance Report Q3 2009-10				Head of Finance Policy & Performance Manager	
1.5	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	This information is reflected in the authority's: ◦ Corporate plan ◦ Annual business plan ◦ Medium-term financial strategy ◦ Resourcing plan In order to ensure improvement	Business Plan 2008-2014 Annual delivery Plan 2009-2010 Service Team plans Medium-Term Financial Strategy Resourcing Plan Quarterly Self Assurance Statements Quarterly Governance Report Q3 2009-10 Complaints Procedure	All Service Teams can be found through our Performance Management Systems Organisation Structure			Policy & Performance Manager Service Directors Head of Finance Strategic Directors Head of Finance Policy & Performance Manager Standards Officer	
1.6	Put in place effective arrangements to identify and deal with failure in service delivery	Complaints Procedure	Agreed complaints procedure in place Monthly monitoring on Ten Performance Clinics Hot House Performance Management Strategy	Currently in Draft format. Report submitted to CMT Feb 2010		Await outcome of CMT	Standards Officer Policy & Performance Manager	
1.7	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.	The results are reflected in authority's performance plans and in reviewing the work of the authority	Procurement - Strategy, Policies & Regulations Procurement - Toolkit Monthly Risk Self Assurance Statements Environmental Strategy 2008-2013 Green purchasing policy Value for Money Strategy Efficiency Strategy 2009-2012			Continue to embed these strategies, policies, plans and contract letting	Procurement Manager Head of Environmental Services Head of Finance	

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Focusing on the purpose of the authority and on outcomes for the local community and creating and implementing a vision for the local area								
2.1	Set out a clear statement of the respective roles and responsibilities of the executive and of the executive's members individually and the Council's approach towards putting this into practice	Constitution Record of decisions and supporting materials	Members have JD's and person spec Scheme of delegations Achieved and maintaining Member Development Charter Decisions Digest and supporting materials Organisation Reviews Cabinet reshuffle	Records held in members Services Reviewed annually		Charter Plus now introduced. A review of existing status and a decision will then be made on the Charter Plus	Member services Manager Member Development Panel Leader of the Council	Sep 2010
2.2	Set out clear statement of the respective roles and responsibilities of other Council Members, Members generally and of senior officers	Constitution Record of decisions and supporting materials	Part 3 - Constitution Decisions Digest and supporting materials			Review and amend the constitution as necessary	Director of Governance Members Services Manager	
2.3	Determine a scheme of delegation and reserve the powers 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	Constitution	Constitution Decision making process and set up of committees review	Members Services have been tasked with reviewing with a view to streamline and reduction of committee and panel.		Review and amend the constitution as necessary Review currently proposed to CMT Jan 2010 for consideration	Director of Governance	Mar 2010
2.4	Make a Chief Executive or equivalent responsible and accountable to the authority for all aspects of operational management.	Conditions of Employment Scheme of Delegation Statutory provisions Job Descriptions/Specification Performance management system	CEO Contract Part 3 - Constitution CEO is a head of paid service - A statutory issue Personal targets/performance appraisal Performance Management Strategy	Records held in Human Resources Records held in Human Resources Currently in Draft format. Report submitted to CMT Feb 2010		Await outcome of CMT	Council Policy & Performance Manager	
2.5	Develop protocols 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.	Chief Executive and Leader pairing consider how best to establish and maintain effective communication	Weekly Leader briefing, with Chief Executive targets feeding to Deputy Chief Executive and Strategic Directors for comments Adoption of SOLACE Guidance - 'Managing in a Political Environment'				Leader/Chief Executive	

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			Relationship managed consistently with the national terms and conditions within the spirit of the SOLACE guidance					
2.6	Make a senior officer (the S151 officer) 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.	Section 151 responsibilities Statutory provision Statutory reports Budget documentation Job description/specification	Designated statutory post Director (Governance) - S151 officer	Records held in Human Resources			Council	
2.7	Make a senior officer (usually the Monitoring Officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with.	Monitoring Officer provisions Statutory provision Job description/specification	Designated statutory post Director OD - Monitoring Officer	Records held in Human Resources			Council	
2.8	Develop protocols to ensure effective communication between members and officers in their respective roles	Member/officer protocol	Member/officer protocol	The council enjoys a mainly excellent working relationship between officers and members, with any issues being dealt with by the Chief Executive or the Monitoring Officer			Council	
2.9	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 (if applicable)	Pay and conditions and practices	Effective remuneration panel Scheme of allowances - members Pay and conditions policies and practices - officers	Review completed in Jan 2010. This will be an annually process	Need a revised scheme from 01.01.11	In depth review to commence Autumn 2010 to review existing scheme of allowances	Members Services Manager HR Manager	Autumn 2010 - Review
2.10	Ensure that effective mechanisms exist to monitor service delivery	Pay and conditions policies and practices	Performance management framework Performance Clinics Hot House Breckland Remuneration & Reward Scheme				Policy & Performance Manager HR Manager	
2.11	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.	Vision, Strategy and Corporate Plans Budgets	Annual Consultation plan and Strategy 2006-2009 Annual Budget & Consultation exercise Citizen Panel	Consultation is done to ensure timely results for budget setting This allows the Council to consult on various service priorities.		Review and update Strategy	Marketing & Communications Manager	Sep 2010

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		Performance plan/regime	Business Plan & Vision				Policy & Performance Manager	
2.12	When working in partnership ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and the authority	<p>Protocols for partnership working. For each partnership there is:</p> <ul style="list-style-type: none"> ◦ A clear statement of the partnership principles and objectives ◦ Clarity of each partner's role within the partnership ◦ Definition of roles of partnership board members ◦ Line management responsibilities for staff who support the partnership ◦ A statement of funding sources for joint projects and clear accountability for proper financial administration ◦ A protocol for dispute resolution within the partnership 	<p>a) Contracts</p> <p>b) Service Level agreements</p> <p>c) Quality Parish Scheme</p> <p>D) Match Funding</p> <p>Good Governance in Partnership Guideline</p> <p>Partnership contracts</p> <p>Rural Enterprise Valley Project has two boards to manage and govern an Operational Board and a Strategic Board</p> <p>Moving Thetford Forward has two boards to manage and govern an Officers group and board</p> <p>Local Strategic Partnership has a board of the represented partners which is facilitated by the LSP Partnership officer</p> <p>Local Strategic Partnership employs a full time Officer to support and facilitate the partnership employed by the Council</p> <p>Control/Balance sheet Accounts</p> <p>Partnering Agreements Norfolk County Strategic Partnership</p> <p>Thetford Health Town</p> <p>Big Lottery</p> <p>Compliance workshop</p>	<p>Reviewed by Internal Audit Jan 2010. Awaiting findings</p> <p>The LSP provide funding to resource the post</p> <p>This is a statutory duty</p> <p>This is a partnership of which the lead body is the PCT</p> <p>Hard copies of agreements held in Community Development</p>			<p>Policy & Performance Manager</p> <p>Relevant Service Manager</p> <p>Policy & Performance Manager</p> <p>Economic Development & Regeneration Manager</p> <p>Local Strategic Partnership Officer</p> <p>Funding Support Officer</p> <p>Policy & Performance Manager</p> <p>Sustainable Communities Manager</p>	

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2.13	When working in partnership ensure that there is clarity about the legal status of the partnership	<p>Protocols for partnership working. For each partnership there is:</p> <ul style="list-style-type: none"> ◦ A clear statement of the partnership principles and objectives ◦ Clarity of each partner's role within the partnership ◦ Definition of roles of partnership board members ◦ Line management responsibilities for staff who support the partnership ◦ A statement of funding sources for joint projects and clear accountability for proper financial administration ◦ A protocol for dispute resolution within the partnership 	<p>Good Governance in Partnership Guideline</p> <p>Partnership contracts</p> <p>Rural Enterprise Valley Project has two boards to manage and govern an Operational Board and a Strategic Board</p> <p>Moving Thetford Forward has two boards to manage and govern an Officers group and board</p> <p>Local Strategic Partnership has a board of the represented partners which is facilitated by the LSP partnership officer (constitution) Contracts-Project Manager and a Monitoring Officer requirement</p> <p>Local Strategic Partnership employs a full time Officer to support and facilitate the partnership employed by the Council</p> <p>Control/Balance sheet Accounts</p> <p>Norfolk County Strategic Partnership</p> <p>Thetford Health Town</p> <p>Big Lottery Compliance workshop</p>	<p>Reviewed by Internal Audit Jan 2010. Awaiting findings</p> <p>The LSP provide funding to resource the post</p> <p>This is a partnership of which the lead body is the PCT</p>			<p>Policy & Performance Manager</p> <p>Economic Development & Regeneration Manager</p> <p>Local Strategic Partnership Officer</p> <p>Funding Support Officer</p> <p>Sustainable Communities Manager</p>	
2.14	When working in partnership ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions	<p>Protocols for partnership working. For each partnership there is:</p> <ul style="list-style-type: none"> ◦ A clear statement of the partnership principles and objectives ◦ Clarity of each partner's role within the partnership ◦ Definition of roles of partnership board members ◦ Line management responsibilities for staff who support the partnership 	<p>Good Governance in Partnership Guideline</p> <p>Partnership contracts</p> <p>Rural Enterprise Valley Project has two boards to manage and govern an Operational Board and a Strategic Board</p> <p>Moving Thetford Forward has two boards to manage and govern an Officers group and board</p> <p>Local Strategic Partnership has a board of the represented partners which is facilitated by the LSP partnership officer (constitution)</p>	<p>Reviewed by Internal Audit Jan 2010. Awaiting findings</p> <p>The LSP provide funding to resource the post</p>			<p>Policy & Performance Manager</p> <p>Local Strategic Partnership Officer</p>	

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		<ul style="list-style-type: none"> ◦ A statement of funding sources for joint projects and clear accountability for proper financial administration ◦ A protocol for dispute resolution within the partnership 	<p>Contracts-Project Manager and a Monitoring Officer requirement</p> <p>Local Strategic Partnership employs a full time Officer to support and facilitate the partnership employed by the Council</p> <p>Control/Balance sheet Accounts</p> <p>Norfolk County Strategic Partnership</p> <p>Thetford Health Town</p> <p>Big Lottery Compliance workshop</p>	<p>This is a partnership of which the lead body is the PCT</p>			<p>Funding Support Officer</p> <p>Sustainable Communities Manager</p>	

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Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour								
3.1	Ensure the Council's leadership sets a tone for the organisation by creating a climate of openness, support and respect		Business Pan Values, All Staff Briefings, The 'Biz', Service Managers Briefings, Chief Executive & Team Lunches				CMT	
3.2	Ensure that 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 Conduct and Protocols	Members/Officers code of conduct performance management system Performance appraisal Anti-fraud and corruption policy Complaints procedures Member/Officers protocols	Member/Officer protocols Deterrent is complaints to Standards Board Performance appraisal competencies Anti fraud and corruption policy in place Agreed Complaints procedure in place Members Induction Program & Attendance Record Equality Strategy & Race Equality Scheme Member Induction and further training Related Party Transaction returns	A comprehensive training programme exists of issues Members selected as important. This has been placed on file in addition to the Training Attendance record Individual training has been provided to some members plus some role specific training e.g. for Executive Members Further committee specific based training has also been provided e.g. Audit Records held in Finance		A full review will be undertaken in 2010	Chief Executive-Officers Deputy Chief Executive-Members Head of Finance Members Services Manager	Sep 2010
3.3	Put in place arrangements 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.	Standing orders Codes of conduct Financial regulations	Contract Standing orders Declaration of interests Register of interest Register of hospitality Financial regulations Equalities policy				Chief Executive Deputy Chief Executive CMT	
3.4	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.	Codes of conduct	As above 3.1 & 3.3 plus:				CMT	

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			The Council's priorities and objectives are set out in the Business Plan ethos and values					
3.5	Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice	Codes of conduct	As above 3.3 plus: Day to day monitoring of reports and information through CMT Constitution Member/Officer protocol A function of management				CMT	
3.6	Develop and maintain an effective standards committee	Terms of reference Regular reporting to the Council	Constitution of Committee meets best practice				Monitoring Officer	
3.7	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	Decision making practices	Constitution The Council's priorities and objectives are set out in the Business Plan Values Leader/Lead Member/Director meetings Portfolio meetings Performance Clinic-Lead Member/Officer				CMT	
3.8	In pursuing the vision of a partnership, 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	Protocols for partnership working	Governance in Partnerships	Reviewed by Internal Audit Jan 2010. Awaiting findings			Policy & Performance Manager	

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Taking informed and transparent decisions which are subject to effective scrutiny and management risk

4.1	Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the Council's performance overall and that of any organisation for which it is responsible	Scrutiny is supported by robust evidence and data analysis	Scrutiny is regularly reviewed by officers and Members-ongoing Audit committee has been established meets as part of the meeting cycle				Deputy Chief Executive	
4.2	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 record of decisions and supporting materials	Committee reporting timeline with clear decision making process Access to information requirements are compiled with and publication of documentation Decision making understanding of procedures as to where decisions are made Record of decisions and supporting materials Modern Gov Constitution	Members Services have been tasked with reviewing with a view to streamline and reduction of committee and panel. Modern Gov allows officers, members and public stakeholders to track decisions		Review currently proposed to CMT Jan 2010 for consideration	Deputy Chief Executive Members Services Manager	Mar 2010
4.3	Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice	Members code of Conduct	Officers Code of conduct Member Code of Conduct Constitution Register of Interests, Standing Orders and Financial regulations Related Party Transactions returns	Records held in Finance			Director of Governance Head of Finance	
4.4	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	Terms of reference Membership Training for committee members	Audit Committee Agendas Training courses available				Members Services Manager	
4.5	Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints	Complaint's procedure	Effective ICT system for complaints and monitored via performance clinics etc				Standards Officer	
4.6	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 issues and their implications	Members induction scheme Training for committee chairs	Member induction Data Quality Policy				Members Services Manager	

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			Report template and guidelines Training available for specific needs of the member					
4.7	Ensure that professional advice on matters that have a legal or financial implications is available and recorded well in advance of decision making and used appropriately	Record of decision making and supporting materials	Decisions Digest Report template and guidelines	The committee report contains a section for legal, financial and risk implications amongst many others, so this information is now available to members before they make their decisions and also enables public/stakeholders to see advice given			Members Services Manager	
4.8	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 the jobs	Risk management protocol Financial standards and regulations	Training for the Breckland LSP Ten system requires monthly review and now embedded in main body of reports-clear risk mgt strategy and methodology exists Financial regulations Quarterly self-assurance statements	Risks are reviewed at the start of each project Evaluation reports are monitored on an ongoing basis at quarterly board meetings A review on the constitution has been actioned and no amendments There are only 2 Thematic Groups- Pride & Health			Partnership Officer Policy & Performance Manager	
4.9	Ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the authority have access	Whistle-blowing policy	Whistle-blowing policy Strategy to Help Fight Fraud and corruption Anglia Revenue Partnership's Counter Fraud Strategy & Policies			A full review will be undertaken in 2010 A full review will be undertaken in 2010	Head of Finance Head of Finance ARP Strategic Manager	Sep 2010 Sep 2010
4.10	Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities	Constitution Monitoring Officer provisions	Constitution (Part 4, C5) Constitution				Monitoring Officer	

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		Statutory provisions	Legality of Council actions under constant review by Monitoring Officer and Legal services					
			Councillors "call for action" scheme allows members to call anything into scrutiny on behalf of members of their Ward Job description/Specification Report format includes legal comment	New protocol legislation effective 1st April 2009. This has been approved by Overview & Scrutiny and is now working practice. Strategy ratified at Council 9th July 09		Strategy to be reviewed annually	Members Services	Jul 2010
4.11	Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law.		Legality of council actions under constant review by Monitoring officer and Legal services Constitution Councillors "call for action" scheme allows members to call anything into scrutiny on behalf of members of their Ward Job description/Specification Monitoring Officer provisions Statutory provisions Report format includes legal comment	New protocol legislation effective 1st April 2009. This has been approved by Overview & Scrutiny and is now working practice. Strategy ratified at Council 9th July 09		Strategy to be reviewed annually	Monitoring Officer Members Services	 Jul 2010
			Councillors "call for action" scheme allows members to call anything into scrutiny on behalf of members of their Ward	New protocol legislation effective 1st April 2009. This has been approved by Overview & Scrutiny and is now working practice. Strategy ratified at Council 9th July 09		Strategy to be reviewed annually	Members Services	Jul 2010
4.12	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.	Monitoring Officer provisions Statutory provision Job description/Specification	Legality of Council actions under constant review by Monitoring Officer and Legal services Councillors "call for action" scheme allows members to call anything into scrutiny on behalf of members of their Ward Constitution	New protocol legislation effective 1st April 2009. This has been approved by Overview & Scrutiny and is now working practice. Strategy ratified at Council 9th July 09		Strategy to be reviewed annually	Monitoring Officer Members Services	 Jul 2010

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Developing the capacity and capability of members and officers to be effective								
5.1	Provide induction programmes tailored to individual needs and opportunities for Members and Officers to update their knowledge on a regular basis	Training and development plan Induction programme Update courses/information	Individual development plans in appraisals Member development & training strategy Achieved and maintaining Member Development Charter A joint District, Town & Parish Councillor events are held every 6 months to meet the various teams at Breckland as part of an Open Evening. This enabled Members to discuss issues & obtain data in an informal setting A weekly information Bulletin is issued to Members concerning the Council & local government in general An electronic library is also available to Members providing data on outside bodies, training etc Members are encouraged to report back on external meetings which they attend	Last meeting held 29th October 2009. Next meeting will be 24th February 2010		IIP Charter Plus now introduced. A review of existing status and a decision will then be made on the Charter Plus	Members-Member Services Manager Officers-Human Resources Training Manager Member Development Panel	Sep 2010
5.2	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 Council	Job description/Personal specifications membership of top management team	Constitution (Part 3 Section E, and Part 2 Article 12) Roles described on the 'Biz' Extra support to Monitoring Officer from Standards & Monitoring Consultant Organisation Plan Competency Framework				Chief Executive	
5.3	Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively	Training and development plan	Combination of proactive and reactive training Individual induction Regular planning training Achieved and maintaining Member Development Charter Consolidated and centrally controlled training budget			Charter Plus now introduced. A review of existing status and a decision will then be made on the Charter Plus	Member Services Manager Member Development Panel Training Manager	Ongoing Sep 2010

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			Core competencies supported by appraisal Continuous professional development					
5.4	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	Training and development plan reflect requirements of a modern councillor including: ◦ The ability to scrutinise and challenge ◦ The ability to recognise when outside advice is required ◦ Advice on how to act as an ambassador for the community ◦ Leadership and influencing skills	Member training Member self assessment of training needs A Member Training and Attendance Records are placed on file Achieved and maintaining Member Development Charter			Charter Plus now introduced. A review of existing status and a decision will then be made on the Charter Plus	Members Services Manager Member Development Panel	Ongoing Sep 2010
5.5	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 management system	Information has been given to Members on managing their performance Members at Performance Clinics- owners of projects, Business Plan Objectives	Recommendations of independent remuneration panel are conditional upon members performing to their roles and taking advantage of relevant training opportunities			Members Services Manager	
5.6	Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority.	Strategic partnership framework Stakeholders' forums' terms of reference Area forums' role and responsibilities Residents panel structure	Annual Delivery Plan Service Team Plans Sustainable Community Strategy Town and Parish meetings Area Forums	Thetford and Attleborough now set up.	A review of the roll out to the other market towns is currently in progress.		Policy and Performance Manager Sustainable Communities Manager Sustainable Communities Manager/Member Services Manager	Mar 2010
5.7	Ensure that career structures are in place for members and officers to encourage participation and development	Succession planning	Achieved and maintaining Member Development Charter			Charter Plus now introduced. A review of existing status and a decision will then be made on the Charter Plus	Member Development Panel	Sep 2010

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Engaging with local people and other stakeholders to ensure robust public accountability								
6.1	Make clear to themselves, all staff and the community to whom they are accountable and for what.	Sustainable Community Strategy	Sustainable Community Strategy Breckland Voice produce 6 editions Press relationship is healthy	Daily monitoring of Press Coverage and reviewed and discussed with CEO.			Sustainable Communities Manager Marketing & Communications Manager	
6.2	Consider those institutional stakeholders to whom the Council is accountable and assess the effectiveness of the relationships and any changes required.	Sustainable Community Strategy	Sustainable Community Strategy Area Forums LSP Example - Norfolk Citizens panel is a cross authority panel	Thetford and Attleborough now set up.	A review of the roll out to the other market towns is currently in progress.		Sustainable Communities Manager Sustainable Communities Manager/Member Services Manager	Mar 2010
6.3	Produce an annual report on the activity of the scrutiny function	Annual report	Annual report debated at Scrutiny Commission	2009/10 to be produced for the July 2010 meeting			Members Services Manager	
6.4	Ensure the clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements to ensure that they operate effectively.	Sustainable Community Strategy Processes for dealing with competing demands within the community	Sustainable Community Strategy Annual Consultation plan and Strategy 2006-2009 Annual Budget & Consultation exercise Citizen Panel	Consultation is done to ensure timely results for budget setting This allows the Council to consult on various service priorities.		Review and update Strategy	Sustainable Communities Manager Marketing & Communications Manager	Sep 2010
6.5	Hold meetings in public unless there are good reasons for confidentiality.	Sustainable Community Strategy Processes for dealing with competing demands within the community	Sustainable Community Strategy Access to information priorities are complies with and there is a presumption of openness				Sustainable Communities Manager Members Services Manager	
6.6	Ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different priorities and establish explicit processes for dealing with these competing demands.	Sustainable Community Strategy Processes for dealing with competing demands within the community	Sustainable Community Strategy Communications Strategy Area Forums	Thetford and Attleborough now set up.	A review of the roll out to the other market towns is currently in progress.	Review and update Strategy	Sustainable Communities Manager Marketing & Communications Manager Sustainable Communities Manager/Member Services Manager	Sep 2010 Mar 2010

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			Equality Strategy & Race equality Scheme				Policy and Performance Manager	
6.7	Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about including a feedback mechanism for those consulters to demonstrate what has changed as a result.	Partnership framework Communication Strategy	Contribution to the Five Wave Results to go out in Breckland Voice Annual Consultation plan and Strategy 2006-2009 Area Forums	Consultation is done to ensure timely results for budget setting Thetford and Attleborough now set up.	A review of the roll out to the other market towns is currently in progress.	Review and update Strategy	Marketing & Communications Manager Marketing & Communications Manager Sustainable Communities Manager/Member Services Manager	Sep 2010 Mar 2010
6.8	On an annual basis, publish a performance plan 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.	Annual financial statements Corporate plan Annual business plan	Statements of Accounts Business Plan 2008-2014 Annual Development Plan linked to Service Team Plans Quarterly Governance Report Q3 2009-10				Head of Finance Policy and Performance Manager	
6.9	Ensure 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 all its dealings, including partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.	Constitution	Constitution Data Protection Policy Compliments & Complaints Modern Gov	Modern Gov allows officers, members and public stakeholders to track decisions			Chief Executive	
6.10	Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making.	Constitution	Constitution Internal Communications Strategy 2008-2011 Local Joint Consultative Committee	See Committee Services		Strategy to reviewed and updated	Chief Executive Marketing & Communications Manager	Sep 2010