

TEMPLATE FOR GOOD GOVERNANCE CHECKLIST

The Local Code Provision	Officer(s) responsible	Source documents or other evidence		Comments/plans for improvement
1. Vision for the Local Area				
<ul style="list-style-type: none"> Develop and promote the Council's Purpose and Vision 	Chief Executive	Community plan 2007-10 Annual report 2008 reconfirmed council priorities Local Area Agreement 2008 - 11 Comprehensive Performance Agreement Local Public Service Agreement 2006-9 Excellence and Innovation Scheme Customer First Communications Strategy Council Plan		<p>The community strategy is being renewed in 2009/10 to run from 2010-26 in line with the LDF. It will be signed off by the council and LSP by April 2010.</p> <p>For 2009-12 a new outcome focused council plan has been developed which, as part of regeneration inspection feedback, was praised by the Audit Commission Officers are of the opinion that appropriate arrangements are in place</p>
<ul style="list-style-type: none"> Regularly review the Council's local area and its impact on the governance arrangements 	Chief Executive	Code of Corporate Governance LSP review of governance arrangements 2008/9 Development events LSP board members and partners and O&S members Internal Audit report of governance arrangements		<p>Internal Audit report on Corporate Governance to be considered by Corporate Management Team</p> <p>Officers are of the opinion that appropriate arrangements are in place</p>
<ul style="list-style-type: none"> Ensure partnerships are underpinned by a common vision of their work that is understood and agreed by all parties 	Chief Executive	LAA 2008-11 LSP Plenary events Childrens Trust arrangements		<p>The community strategy is being renewed in 2009/10 to run from 2010-26 in line with the LDF. It will be signed off by the council and LSP by April 2010.</p> <p>Officers are of the opinion that appropriate arrangements are in place given resources available</p>
<ul style="list-style-type: none"> Publish an annual report on a timely basis to communicate the Council's activities and achievements, its financial position and performance 	Chief Executive	Annual report 2007/8 and 2008/9		<p>The annual report was agreed by cabinet on 23 June 2009. The presentation of financial information within it has been significantly revised as result of stakeholder feedback.</p> <p>Officers are of the opinion that various information</p>

				is available, but accept key information is not summarised in a single document
<ul style="list-style-type: none"> Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality is effectively and regularly reviewed 	Chief Executive	<p>Council plan Medium-term financial plan Quarterly monitoring reports to members service plans User Group consultation</p>		<p>Council plan contains outcome measures of success, including customer perceptions. Service plans have been enhanced to include mechanisms for tracking quality from a user perspective</p> <p>Officers are of the opinion that appropriate arrangements are in place given resources available</p>
<ul style="list-style-type: none"> Put in place effective arrangements to identify and deal with failure in service delivery 	<p>Chief Ex Directors AD (Democracy & Governance) Monitoring Officer AD (Partnerships & Performance)</p>	<p>Complaints procedure Business continuity plans Reporting complaints Overview and Scrutiny Committee Performance Management System Improvement plans</p>		<p>Complaints procedure is on the website</p> <p>Officers are of the opinion that appropriate arrangements are in place given resources available</p>
<ul style="list-style-type: none"> Decide how value for money is to be measured and make sure that the Council or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions 	<p>Chief Finance Officer AD(Partnerships & Performance)</p>	<p>Performance plans Efficiency strategy Use of Resources assessment Improvement Plans to respond to external inspections Any benchmarking exercises</p>		<p>Officers are of the opinion that appropriate arrangements are in place given resources available regarding VFM</p> <p>Officers accept that Environmental impact of policies, plans and decisions are not measured systematically</p> <p>Energy manager now recruited who will further develop this work</p>
2. Members and Officers Working together				
<ul style="list-style-type: none"> 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 	Monitoring Officer	<p>Constitution – framework sets out roles and responsibilities</p> <p>Record of decisions with supporting materials</p> <p>Councillors' Role profiles Job roles/descriptions for Councillors</p>		<p>The Constitution is amended by the Monitoring Officer who has authority to make minor amendments. All other amendments are made by Democratic Services following decisions of full Council and checked by the Monitoring Officer, and issued to members. The website is updated following such changes.</p> <p>Decisions are recorded both in writing and electronically.</p> <p>Officers are of the opinion that appropriate arrangements are in place given resources available</p>

<ul style="list-style-type: none"> Set out a clear statement of the respective roles and responsibilities of other Council, members generally and senior officers 	Monitoring Officer AD (Governance & Democracy)	<p>Constitution</p> <p>Record of decisions with supporting materials</p> <p>Member training and development programme</p> <p>Role definitions of members and senior officers</p> <p>Senior officers' job descriptions</p>		Officers are of the opinion that appropriate arrangements are in place given resources available
<ul style="list-style-type: none"> Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the Council, taking account of relevant legislation, and ensure that it is monitored and updated when required 	Monitoring Officer	<p>Constitution(</p> <p>Scheme of Council and Cabinet delegation</p> <p>Monitoring Officer</p>		<p>The Scheme of Delegation in the Constitution is kept under regular review by the Monitoring Officer, who has the authority to make minor changes. These are then setnt to all members.</p> <p>Officers are of the opinion that appropriate arrangements are in place given resources available</p>
<ul style="list-style-type: none"> Make a chief executive or equivalent responsible and accountable to the Council for all aspects of operational management 	Chief Executive	<p>Conditions of employment</p> <p>Scheme of delegation</p> <p>Statutory provisions</p> <p>Job description/specification</p> <p>Constitution</p>		<p>Terms and conditions of employment are kept under regular review by the Employment Matters Committee.</p> <p>Officers are of the opinion that appropriate arrangements are in place given resources available</p>
<ul style="list-style-type: none"> 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	<p>Effective communication is maintained</p> <p>by scheduled regular meetings with Leader/Deputy and Chief Ex</p> <p>Role definitions for leader and deputy</p>		<p>Regular meetings are held between the Chief Executive & Leader/Deputy Leader</p> <p>Officers are of the opinion that appropriate arrangements are in place given resources available</p>
<ul style="list-style-type: none"> Make a senior officer (the S151 officer) responsible to the Council 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 	Chief Finance Officer	<p>s.151 responsibilities</p> <p>Statutory provision</p> <p>Statutory reports</p> <p>Budget documentation</p> <p>Job description/specification</p> <p>Committee report template</p>		Officers are of the opinion that appropriate arrangements are in place given resources available

<ul style="list-style-type: none"> Make a senior officer (usually the monitoring officer) responsible to the Council for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with 	Monitoring Officer	Monitoring officer provision/appointment Statutory provision Job description/specification Monitoring Officer Protocol		Officers are of the opinion that appropriate arrangements are in place given resources available
<ul style="list-style-type: none"> Develop protocols to ensure effective communication between members and officers in their respective roles 	AD (Democracy & Governance) Monitoring Officer	Member/officer protocol Monitoring Officer Protocol Use of IT at home protocol Opposition working protocol		A protocol for members use of office resources will be developed in consultation with group leaders, as part of a recommendation from the Standards Committee. Officers are of the opinion that appropriate arrangements are in place given resources available
<ul style="list-style-type: none"> 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) 	AD (Democracy & Governance) AD organisational services	Pay and conditions – policies and practices Independent Remuneration Panel? Members' Allowance Scheme? Pay and Grading Reviews?		Officers are of the opinion that appropriate arrangements are in place given resources available
<ul style="list-style-type: none"> Ensure that effective mechanisms exist to monitor service delivery 	AD (Partnerships & performance)	Service Plans Reports to cabinet and Scrutiny on progress of council priorities		Officers are of the opinion that appropriate arrangements are in place given resources available but there are known problems with synchronising financial and performance information and meeting cycles Covalent performance management system will be implemented in 2009/10, supported by improved assistant director quarterly reporting process
<ul style="list-style-type: none"> Ensure that the Council's vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key 	Chief Executive AD (Partnerships & performance)	Council Plan 2009/12 Performance plan LAA Medway Matters Annual reports 2007/8 and 2008/9 and summaries Website		Officers are of the opinion that appropriate arrangements are in place given resources available

stakeholders, and that they are clearly articulated and disseminated				
<ul style="list-style-type: none"> When working in partnership ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the Council 	AD (Partnerships & performance)	LSP Code of Governance		<p>A review will be carried out to ensure all members of the LS partnership signed up to the Code of Governance.</p> <p>Officers are of the opinion that appropriate arrangements are in place given resources available</p>
<ul style="list-style-type: none"> When working in partnership: <ul style="list-style-type: none"> Ensure there is clarity status of the 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 	Chief Executive	<p>Clear Statements of Partnership principles and objectives in LSP code of governance which includes each Partner's role within partnership is clear and</p> <p>Definition of roles of partnership board Members</p> <p>A statement of funding sources for joint projects and clear accountability for proper financial administration eg s75 agreement, LAA innovation fund</p>		<p>Officers are of the opinion that appropriate arrangements are in place given resources available</p>
3. Promoting Values				
<ul style="list-style-type: none"> ensure that the Council's leadership sets a tone for the Council by creating a climate of openness, support and respect 	Chief Executive	<p>Chief Executive updates</p> <p>Regular staff meetings/Open door events</p> <p>Staff bulletin</p> <p>IIP Accreditation</p> <p>Staff survey results</p> <p>Terms of reference for joint staff consultative committee</p>		<p>Officers are of the opinion that appropriate arrangements are in place</p>
<ul style="list-style-type: none"> ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the Council, its partners and the community are defined and communicated through codes of conduct and protocols 	Monitoring Officer	<p>Members'/officers' code of conduct</p> <p>Member/Officer relations protocol</p> <p>Performance management system</p> <p>PDR system</p> <p>Complaints procedures</p> <p>Whistleblowing policy</p> <p>Anti-fraud and -corruption policy</p> <p>Contract Standing orders</p> <p>Member training programme</p> <p>Dignity at work policy</p>		<p>The whistleblowing policy is currently being reviewed to ensure it encompasses all areas, not just fraud & corruption.</p> <p>The protocol for working with opposition members is currently being revised.</p> <p>The Procurement policy and contract standing orders will be revised in 2009/10</p>

		<p>Equal Opps Policy Staff "conditions of service" Use of IT at home policy Financial procedure rules Induction procedures Employment policies</p>		Officers are of the opinion that appropriate arrangements are in place
<ul style="list-style-type: none"> 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 	Chief Executive	<p>Standing orders Codes of conduct Financial regulations Registers of interest Registers of Gifts and hospitality Whistle-blowing Anti-fraud and corruption policy Grievance procedures Internal Audit reports Equal Opps policy Equality and Diversity training Conditions of service for staff Complaints procedure Use of IT policy s. 151 officer review</p>		Officers are of the opinion that appropriate arrangements are in place
<ul style="list-style-type: none"> develop and maintain shared values including leadership values for both the Council and staff reflecting public expectations and communicate these with members, staff, the community and partners 	Chief Executive Monitoring Officer AD (Organisational Services)	<p>Codes of conduct Induction procedures Human Resources policies Publication of an Annual GovernanceStatement Core Values and Ethical Regime Medway Matters</p>		Officers are of the opinion that appropriate arrangements are in place
<ul style="list-style-type: none"> 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 	Monitoring Officer	<p>Codes of conduct Monitoring officer role Internal Audit Corporate complaints procedure Ethics and Standards Committee training Role of standards' committee in supporting Members' observation of code of conduct Performance Development Review procedures Performance Management framework Equality and Diversity training for staff Monitoring Officer annual report to Standards Committee</p>		Officers are of the opinion that appropriate arrangements are in place
<ul style="list-style-type: none"> develop and maintain an 		Terms of reference		Officers are now focusing on the local assessment

effective standards committee	Monitoring Officer	Regular reporting to the council Standards committee terms of reference Standards Committee minutes and agendas Standards Committee training Publicising the process to complain about Members' conduct eg in Medway Matters Standards Committee hearings and outcomes		<i>process and putting standards complaints forms on the website</i> Officers are of the opinion that appropriate arrangements are in place
<ul style="list-style-type: none"> use the Council's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the Council 	Chief Executive	Decision-making practices are open Minimum use of "exempt reports" Staff surveys Equalities policy informs decision making		Officers are of the opinion that appropriate arrangements are in place
<ul style="list-style-type: none"> 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 	Chief Executive	LSP code of governance		LSP Board to agree shared value statement as part of preparation of community strategy Officers are of the opinion that suitable arrangements are in place and generally being followed
4. Informed and Transparent Decision-making				
<ul style="list-style-type: none"> 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 	AD (Democracy & Governance)	Scrutiny is supported by robust evidence and data analysis Overview & Scrutiny reports to Council Training of Scrutiny members Call-in procedure Forward Plan		Officers are of the opinion that suitable arrangements are in place given resources available
<ul style="list-style-type: none"> develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based 	AD (Democracy & Governance)	decision-making protocols record of decisions and supporting materials Committee report templates sets out relevant considerations Committee/Cabinet decisions give reasons for decisions and any other options considered		Officers are of the opinion that suitable arrangements are in place

<ul style="list-style-type: none"> 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 	Monitoring Officer	Members' Code of Conduct Member/Officer protocol Register of Interests Registers of Gifts and Hospitality Declarations of personal/prejudicial interests Monitoring Officer advice on potential conflicts of interest Licensing Code of good practice Confidential reporting code Planning code of conduct		Officers are of the opinion that suitable arrangements are in place
<ul style="list-style-type: none"> 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 	Chief Financial Officer	Terms of Reference Training for committee members Constitution		Officers are of the opinion that suitable arrangements are in place
<ul style="list-style-type: none"> ensure that effective, transparent and accessible arrangements are in place for dealing with complaints 	AD (Democracy & Governance)	Complaints procedure Open reporting of complaints to xxcommittee Regular monitoring of complaints by....? Ombudsman Annual letter reported		Officers are of the opinion that suitable arrangements are in place
<ul style="list-style-type: none"> ensure that those making decisions whether for the Council 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 	AD (Democracy & Governance) AD (Partnerships & Performance)	Members' induction scheme Training for Committee chairs Member training and development programme Committee report template shows implications and considerations		Officers are of the opinion that suitable arrangements are in place given resources available
<ul style="list-style-type: none"> ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately 	Monitoring Officer Chief Finance Officer	Record of decision making and supporting material Committee meeting Agendas and Minutes Committee template requires legal and financial implications to be included in reports		All Reports are cleared by the Chief Finance Officer and Monitoring Officer. Officers are of the opinion that suitable arrangements are in place
<ul style="list-style-type: none"> ensure that risk management is embedded into the culture of the authority, with members and managers at all levels 	Director of RCC	Risk Management Protocol Financial Standards and Regulations Financial Procedure Rules		Risk Management is now included on the Report templates. LAA delivery plans updated quarterly to

recognising that risk management is part of their jobs		<p>Risk Management Strategy and policy documents Risk Registers discussed DMTs</p> <p>Anti-fraud and corruption Strategy Fraud Response plan Whistle-blowing policy (confidential reporting code) Benefits Investigation Unit Internal Audit</p> <p>Risk Management Policy Corporate Risk Register Risks identified in Service plans LAA risk register Training for staff and members on risk management? Health and Safety policies and procedures</p>		<p>include update on risk</p> <p>Officers are of the opinion that suitable arrangements are in place and generally being followed given resources available</p>
<ul style="list-style-type: none"> ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the authority have access 	Monitoring Officer	<p>Whistle-blowing policy Monitoring Officer and s. 151 Officers in post</p> <p>Procurement Standing Orders Confidential Reporting Code Fraud Telephone Hotline</p>		<p>The whistleblowing policy is currently under review. On-line reporting will be considered to make the system easier to use.</p> <p>Officers are of the opinion that suitable arrangements are in place</p>
<ul style="list-style-type: none"> 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 	Monitoring Officer	<p>Constitution Monitoring Officer's provisions Statutory Provisions "Legal Implications" on all reports</p>		<p>Officers are of the opinion that suitable arrangements are in place</p>
<ul style="list-style-type: none"> 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 	Monitoring Officer	<p>Legal advice obtained on all of the Council's major issues</p> <p>Circulation of reports prior to going to committee Monitoring Officer and s. 151 Officers in post No examples of successful Judicial reviews against the Council</p>		<p>Officers will introduce a lessons learnt policy this year to deal with the outcome of judicial reviews.</p> <p>Officers are of the opinion that suitable arrangements are in place</p>
<ul style="list-style-type: none"> observe all specific legislative requirements placed upon them, as well as the requirements of general law, 	Monitoring Officer	<p>Monitoring Officer's provisions Statutory Provisions Job description/specification</p>		<p>Officers are of the opinion that suitable arrangements are in place</p>

and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice – into their procedures and decision-making processes		Constitution		
5. Developing capacity and capability for Members and Officers				
<ul style="list-style-type: none"> provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis 	AD (Democracy & Governance) AD organisational services	Training and development plan Induction Programme Update courses and information/seminars Investor in People Award Member development charter		See previous comments (above) about training and development schedules for members Officers are of the opinion that suitable arrangements are in place given resources available
<ul style="list-style-type: none"> 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 	Chief Executive	Job description/personal specification Membership of Corporate Management Team Constitution on the intranet and council website Art..... in Constitution		Officers are of the opinion that suitable arrangements are in place
<ul style="list-style-type: none"> assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively 	AD (Democracy & Governance) AD (Organisational Services) Monitoring Officer	Training Plan Member induction Staff induction programme Personal Development interviews for members Standards Board training IIP Accreditation		Officers are of the opinion that suitable arrangements are in place given resources available
<ul style="list-style-type: none"> 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 	AD (Democracy & Governance)	Training Plan covers: <ul style="list-style-type: none"> - Ability to scrutinise and challenge - Recognise when outside advice is required - Advice on acting as Ambassador for the Community - Leadership and Influencing skills 		Officers are of the opinion that suitable arrangements are in place given resources available
<ul style="list-style-type: none"> ensure that effective arrangements are in place for reviewing the performance of the executive as a whole and of individual members and 	AD (Democracy & Governance))	Training and development programme		Officers are of the opinion that suitable arrangements are in place given resources available

agreeing an action plan which might, for example, aim to address any training or development needs		Survey of Members' needs Call-in arrangements		
<ul style="list-style-type: none"> 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 Council 	AD (Democracy & Governance) AD (Performance & Partnerships)	Strategic partnership framework Citizens Panel Structure Medway matters Equality and Diversity policy Recruitment advertising Medway Youth Parliament reports to O&S Links		Officers are of the opinion that suitable arrangements are in place given resources available
<ul style="list-style-type: none"> ensure that career structures are in place for members and officers to encourage participation and development 	AD (Democracy & Governance) AD (Organisational Services)	Succession planning Workforce Development Plan Member training Programme Employee training and development prog Employee Development reviews Personal development interviews for members		Officers are of the opinion that suitable arrangements are in place given resources available
6. Engagement and Public Accountability				
<ul style="list-style-type: none"> ensure that members make clear to themselves, all staff and the community to whom they are accountable and for what 	Chief Executive	Community strategy Council plan Job Descriptions Scrutiny committee Medway Matters		Officers are of the opinion that suitable arrangements are in place given resources available
<ul style="list-style-type: none"> consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required 	Chief Executive	Community plan LSP governance review		Officers are of the opinion that suitable arrangements are in place given resources available Consultation is to be a key feature when developing new partnership arrangements for Medway Council
<ul style="list-style-type: none"> produce an annual report on the activity of the scrutiny function 	AD (Democracy & Governance)	Annual Report to Council		Officers are of the opinion that suitable arrangements are in place given resources available
<ul style="list-style-type: none"> ensure that clear channels of communication are in place with all sections of the community and other 	AD (Performance & Partnerships)	Community Plan Council website		Communicatoins strategy 2009/10 to be updated in light of new council plan

stakeholders, and put in place monitoring arrangements to ensure that they operate effectively		Staff magazine Medway Matters Consultation links		Officers are of the opinion that suitable arrangements are in place given resources available
<ul style="list-style-type: none"> hold meetings in public unless there are good reasons for confidentiality 	Monitoring Officer	Open Committee meetings including Executive		Officers are of the opinion that suitable arrangements are in place
<ul style="list-style-type: none"> ensure that arrangements are in place to enable the Council to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands 	AD (Performance & Partnerships)	Diversity impact assessment process Citizens Panel Equality and Diversity Plan Sector specific consultation including community cohesion group Language Line and Alternative Feedback Differing responses to consultation would be detailed in cabinet reports and processes for dealing with competing demands included as part of options analysis.		Officers are of the opinion that suitable arrangements are in place given resources available
<ul style="list-style-type: none"> establish a clear policy on the types of issues members will meaningfully consult on or engage with the public and service users about including a feedback mechanism for those consultees to demonstrate what has changed as a result 	AD (Performance & Partnerships)	Community Engagement strategy		Officers are of the opinion that suitable arrangements are in place LSP communications and consultation strategy to be developed this year.
<ul style="list-style-type: none"> 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 	AD (Performance & Partnerships)	Performance Plan Annual Report		Officers are of the opinion that suitable arrangements are in place
<ul style="list-style-type: none"> ensure that the authority as a whole is open and accessible 		Constitution		

<p>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</p>	<p>Chief Executive</p>	<p>Council Agenda and minutes published on website Management Team minutes published on intranet</p> <p>Freedom of Information Policy Data Protection Policy Council published "Core Values" Equalities strategy</p>		<p>Officers are of the opinion that suitable arrangements are in place</p>
<ul style="list-style-type: none"> develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making 	<p>AD (Organisational Services)</p>	<p>Constitution Trade union consultation Staff surveys Employee development reviews Team Briefings with feedback mechanism Staff suggestion scheme Monthly staff newsletter Remuneration Committee</p>		<p>Officers are of the opinion that suitable arrangements are in place</p>