



Local Code of Governance

Council of the Isles of Scilly

... a strong, sustainable and dynamic island community

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council of the
isles of scilly

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Local Code of Governance

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Record of Revisions to the Source Document

Nature of modifications	Section modified	Edition date	Author
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Introduction

Good governance enables an authority to pursue its vision effectively and leads to good management, good performance and good stewardship of public funds leading to good outcomes for our community. Corporate governance concerns the way in which an Authority ensures that they are doing the right things, in the right way, for our community, in a timely, inclusive, open, honest and accountable manner¹. The Council of the Isles of Scilly, by the adoption of this Local Code of Governance, intends to operate through a governance framework that brings together an underlying set of legislative requirements, governance principles and management processes.

This year, the Council of the Isles of Scilly has improved its principles and processes by the development and implementation of an improved Risk Management Framework, the development of Local Area Agreements, and has actively engaged in consultation with the community and stakeholders to review and update the visions and strategies.

Using best practice principles, the Council of the Isles of Scilly has this year developed its local code of governance using the six core principles as recommended by the 'Delivering Good Governance in Local Government – Framework' produced by CIPFA/SOLACE. The Local Code of Governance define the principles that should underpin our governance processes and enable the authority to approach governance in a structured, open and explicit way, to identify areas for improvement or further action necessary in changing circumstances. It is intended that the Local Code of Governance is reviewed annually in support of the publication of the Annual Governance Statement.

The Members and Officers of the Council of the Isles of Scilly are committed to achieving and maintaining high standards. The Local Code of Governance will assist Members and Officers in this task for the future benefit of our island community.



Cllr Mrs C S Savill
Chairman of the Council

¹ Reference: Delivering Good Governance in Local Government – Framework - CIPFA/SOLACE

1. Principle One - Purpose of the Authority, vision and outcomes

Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area

No	Requirement	How the Council demonstrates compliance	Evidenced by
1.1	Develop and promote the authority's purpose and vision	<ul style="list-style-type: none"> ◦ The authority's purpose and vision is clearly communicated to all Members, Officers and staff as background on computers and the intranet, and to the community on the Council website on Best Value Performance Review documentation and within the policy documents. ◦ The Sustainable Community Strategy has taken the vision forward and identified key area to be addressed over the coming years. ◦ The authority's corporate plans inform how the Council is to achieve the priorities to support the Sustainable Community Strategy by working in partnership with the community and cascades further to the service and departmental plans ◦ Strategies and plans are brought together in the developing Local Area Agreements to reflect and link to the authority's purpose and vision and are central to the authority's corporate planning 	<ul style="list-style-type: none"> ◦ www.scilly.gov.uk website and intranet. Office PCs. ◦ CPA/JAR inspection results ◦ Sustainable Community Strategy ◦ Implementation of the developing LAA ◦ Development and implementation of Corporate Plans and Service Plans
1.2	Review the authority's vision for the local area and its impact on the authority's governance arrangements on a regular basis	<ul style="list-style-type: none"> ◦ The Modernising Local Government Group review the purpose and vision of the authority on an annual basis and reports to Members 	<ul style="list-style-type: none"> ◦ Reports to Committee and minutes of meetings
1.3	Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties	<ul style="list-style-type: none"> ◦ The Council has improved its service planning by increased partnership working ◦ The Sustainable Community Strategy has been developed to ensure a common vision with clear targets ◦ The developing LAA also reflects a common vision with clear targets ◦ A standard Statement is being developed to be used in partnership agreements for signature by designated signatories on behalf of the partners 	<ul style="list-style-type: none"> ◦ Sustainable Community Strategy ◦ LAA ◦ Local Strategic Partnership ◦ Route Partnership ◦ Newly tendered LINK Partnership ◦ The developing standard partnership statement
1.4	Publish an annual report on a timely basis to communicate the	<ul style="list-style-type: none"> ◦ Annual Financial statements are produced in June and agreed by Members at Full Council and is published on the website 	<ul style="list-style-type: none"> ◦ Best Value and Corporate Plans

No	Requirement	How the Council demonstrates compliance	Evidenced by
	authority's activities and achievements, its financial position and performance	<ul style="list-style-type: none"> ◦ The authority's Improvement Plan is agreed by Members at Full Council and published annually on the website or on request ◦ A formal annual report is also produced in June and agreed by Members at Full Council, to inform the community of the performance of the authority over the previous year and set out the plans for the future 	<ul style="list-style-type: none"> ◦ Annual Reports ◦ Medium Term Finance Strategy ◦ Statement of Accounts ◦ Budget Plans ◦ Improvement Plans and Service Plans
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	<ul style="list-style-type: none"> ◦ The Council has a developing performance management framework that supports the effective monitoring and management of performance. ◦ Objectives, targets and action plans are publicised in accessible formats through the Best Value Performance Plan, service plans and are included on the Council's website and intranet. ◦ Quality of service is reflected in the service plans and these are monitored by the Modernising Local Government Group ◦ The Council has a set of performance indicators that are monitored by Data Quality Group and reported to Policy & Resources Committee at least annually and published on the website and intranet ◦ The Council has implemented a performance management ICT system ◦ Measures are being introduced to ensure that performance issues can be communicated and addressed across the Authority. ◦ Continuous improvements to the performance management systems are to take place during 2008/09 ◦ SMART action plans to improve performance are reported to Members of the appropriate committee ◦ During 2008/09 continuous improvement are planned to ensure performance targets are adjusted in the light of benchmarking with other authorities and review of actual performance 	<ul style="list-style-type: none"> ◦ Service Plans ◦ Improvement Plan ◦ Best Value and Corporate Plan ◦ CPA/JAR inspection results ◦ Performance Indicators

No	Requirement	How the Council demonstrates compliance	Evidenced by
1.6	Put in place effective arrangements to identify and deal with failure in service delivery	<ul style="list-style-type: none"> ◦ The Council has a set of national and local performance indicators including a developing selection of agreed LAA targets ◦ LAA targets are monitored through the Local Strategic Partnership and reported to Full Council ◦ National and Local Performance indicators are monitored by the Data Quality Team and reported to Policy & Resources Committee and published annually on internet, intranet and Audit Commission website ◦ Full Council receives reports relating to compliments, complaints and service improvements ◦ The Best Value and Corporate Plan sets out the Council's plans for improvement based on consultation, Council's reviews, external inspections and audit, and Corporate Assessments 	<ul style="list-style-type: none"> ◦ Draft LAA ◦ Local PIs ◦ Best Value and Corporate Plan ◦ Minutes of review meetings ◦ Reports to Council and minutes of committee meetings ◦ Corporate Assessments
1.7	Decide how value for money is to be considered and ensure that the authority or partnership has the information needed to review value for money and performance effectively.	<ul style="list-style-type: none"> ◦ A Medium Term Finance Strategy has been approved and implemented to support the aims of the Corporate Plan ◦ Efficiency gains are reflected in the MTFS and reported to Full Council ◦ Service Plans reflect efficiency outcomes ◦ The Corporate Procurement Strategy gives policy and objectives and is published on the website and intranet 	<ul style="list-style-type: none"> ◦ Medium Term Finance Strategy Medium Term Financial Strategy 07-10.doc ◦ Performance Plan ◦ Performance Indicators ◦ Service Plans ◦ Reports to Committee ◦ Corporate Procurement Strategy www.scilly.gov.uk/procurement
1.8	Consider the environmental impact of policies, plans and decisions	<ul style="list-style-type: none"> ◦ The islands were designated as an Area of Outstanding Natural Beauty in 1975 ◦ The Area of Outstanding Natural Beauty Management Plan contains policy and objectives, and identifies the actions or projects that will take objectives forward, highlighting the organisation responsible for carrying out projects and the timetable within which work is to be 	<ul style="list-style-type: none"> ◦ Use of Resources report ◦ AONB Management Plan ◦ Isles of Scilly AONB website www.ios-aonb ◦ Reports to Committee

No	Requirement	How the Council demonstrates compliance	Evidenced by
		completed. This plan is reviewed on a 5 year basis	<ul style="list-style-type: none"> ◦ Integrated Area Plan
		<ul style="list-style-type: none"> ◦ The AONB Management Plan also provides a supportive document for related project funding applications. ◦ The development of the Integrated Area Plan followed on from a major social, economic and environmental review of the Isles of Scilly and concentrates on Sustainable Environment, Sustainable Businesses and Sustainable Communities ◦ The Isles of Scilly Partnership appraise and recommend projects for support under the Isles of Scilly Integrated Area Plan 	

2. Principle Two - Functions and roles of Members and Officers

Members and Officers working together to achieve a common purpose with clearly defined functions and roles

No	Requirement	How the Council demonstrates compliance	Evidenced by
2.1	Set out a clear statement of the respective roles and responsibilities of the executive's and of the executive's Members individually and the authority's approach towards putting this into practice	<ul style="list-style-type: none"> ◦ The special nature of Scilly is reflected in its unique constitutional position. It has its own 'Isles of Scilly Clause', the aim of which is to try to ensure that all laws applied to the Islands are appropriate to the size and scope of the Isles of Scilly. The Clause is added to all new legislation meant to apply to the Council and omitted from all legislation not meant to apply ◦ The Authority has always been non-political and is currently made up of 21 independent members, 13 elected by St Mary's residents and two each, elected by residents of Bryher, St Martins, St Agnes and Tresco ◦ The Council is an Option 4 Authority under the Local Government Act 2000 and retains a committee system consisting of ten standing committees and the statutory Council meetings ◦ All decisions made at committee meetings must be adopted at the next statutory Council meeting 	<ul style="list-style-type: none"> ◦ Information on Council website www.scilly.gov.uk/council ◦ Individual Committee roles & responsibilities are on the website and intranet www.scilly.gov.uk/council/democracy/council
2.2	Set out a clear statement of the respective roles and responsibilities of the authority's Members and Senior Officers	<ul style="list-style-type: none"> ◦ Terms of reference of powers delegated to Standing Committees sets out the areas for which individual Committees have responsibility and is contained in the Members & Officers Handbook ◦ The Council's business is transacted within a general framework of authority comprising statutory provisions, orders and directions, bylaws and a variety of specific resolutions by the Council and its various Committees ◦ A set of principal instruments for the internal regulation of the Council's affairs is set out in Standing Orders and reviewed periodically ◦ Roles & responsibilities for Members are being defined and a statement and a set of job descriptions is being developed for Members during 2008 	<ul style="list-style-type: none"> ◦ Members and Officers Handbook, including Terms of Reference, Standing Orders and Council Appointments ◦ A Scheme of Delegation is being developed to be adopted by Council during 2008 ◦ Draft job descriptions for Members ◦ Job descriptions for Senior Officers ◦ Reports to Policy & Resources committee

No	Requirement	How the Council demonstrates compliance	Evidenced by
		<ul style="list-style-type: none"> ◦ Job descriptions for Senior Officers are reviewed and updated regularly by Human Resources ◦ The National Code of Local Government Conduct is contained within the Members & Officers Handbook 	
2.3	Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decisions of the authority taking account of relevant legislation and ensure that it is monitored and updated when required	<ul style="list-style-type: none"> ◦ Terms of reference of powers delegated to Standing Committees sets out the areas for which individual Committees have responsibility and is contained in the Members & Officers Handbook ◦ Most functions are delegated to Committees with the exception of certain functions that are reserved for decision by Council. ◦ A list of functions are set out in Standing Orders 	<ul style="list-style-type: none"> ◦ Members and Officers Handbook including Terms of Reference ◦ Draft Scheme of Delegation ◦ Roles & Responsibilities in Risk Strategy
2.4	Ensure the Chief Executive is responsible and accountable to the authority for all aspects of operational management	<ul style="list-style-type: none"> ◦ Responsibility for the appointment of the Chief Executive is reserved to Council ◦ The Chief Executive has overall corporate management and operational responsibility (including overall management responsibility for and authority over all officers ◦ The Chief Executive is responsible for advice to Members on strategy, policy, management and organisation and has primary responsibility for ensuring that decisions taken by Council are taken in accordance with proper processes and after full considerations of all relevant facts, circumstances and legal advice where necessary ◦ The Chief Executive may include any item on the agenda of Council if necessary, having notified the Chairman, and will be given the opportunity to comment on every report submitted to a decision-making body 	<ul style="list-style-type: none"> ◦ Draft Scheme of delegation ◦ Job descriptions and specification held in HR files ◦ Terms of Reference within the Members and Officers Handbook
2.5	Develop protocols to ensure that the Chairman and Chief Executive acknowledge their respective roles early in the relationship and that a shared understanding of roles and	<ul style="list-style-type: none"> ◦ The Protocol is being developed during 2008 on Member/Officer Relations gives guidance on communication between officers and members in their various roles, including guidance on the advice and information Members can expect from Officers 	<ul style="list-style-type: none"> ◦ Protocol in process of being developed as part of induction ◦ Monthly meetings of senior officers and members

No	Requirement	How the Council demonstrates compliance	Evidenced by
	objectives is maintained		<ul style="list-style-type: none"> ◦ Regular meetings of Chairman & Chief Executive
2.6	Ensure the Director of Finance (section 151 officer) is 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	<ul style="list-style-type: none"> ◦ The Director of Finance & Resources has been appointed as the Section 151 Officer and is responsible for the supervision of all accounts and financial records, the organisation of all accounting systems, in co-operation with the Chief Officers of the Council 	<ul style="list-style-type: none"> ◦ Section 151 responsibilities ◦ S112/114 Local Government Finance Act 1988 ◦ Statutory provision and reports ◦ Budget documentations ◦ Job descriptions and specification held in HR files ◦ Minutes of Committee meetings ◦ Financial Regulations 59
2.7	Ensure a senior officer (other than the Responsible Finance Officer) is responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes, regulations are complied with	<ul style="list-style-type: none"> ◦ The Assistant Director of Finance & Resources is responsible for ensuring that agreed financial procedures and statutes are followed and complied with ◦ Reports to Policy & Resources Committee shows compliance with procedures and statutes and also where there is any lapse this is reported along with rectification results 	<ul style="list-style-type: none"> ◦ Job descriptions and specification held in HR files ◦ Internal audit reports ◦ Minutes and Reports to Committee
2.8	Develop protocols to ensure effective communication between Members and Officers in their respective roles	<ul style="list-style-type: none"> ◦ A Communication Strategy has been approved Council and took effect from December 2006 ◦ Section 7 of this document illustrates the communication strategy for the governance process 	<ul style="list-style-type: none"> ◦ Communication Strategy published on website and intranet ◦ Code of Governance and Risk Management Strategy ◦ Reports to Policy & Resources
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)	<ul style="list-style-type: none"> ◦ The Council of the Isles of Scilly Members' Allowance Scheme took effect from 1 April 2006 and subsequent year ◦ The Members' Allowance Scheme forms part of the Members Handbook and includes sections on special responsibility allowance, part year entitlements and special responsibilities ◦ An Independent Panel makes recommendations to Policy & Resources Committee 	<ul style="list-style-type: none"> ◦ Members Handbook ◦ Minutes of Full Council ◦ Independent Panel recommendations

No	Requirement	How the Council demonstrates compliance	Evidenced by
2.10	Ensure that effective mechanisms exist to monitor service delivery	<ul style="list-style-type: none"> ◦ Service delivery is monitored through: <ul style="list-style-type: none"> - National and Local Performance Indicators - Deficiencies brought to the attention of Chief Officers and Members - Corporate complaints are monitored to identify weaknesses and drive improvement - Employee and Chief Officer Performance Reviews - Customer Satisfaction Survey 	<ul style="list-style-type: none"> ◦ Best Value & Corporate Plan published on website ◦ Performance Reviews ◦ Local PIs ◦ Minutes of meetings ◦ Corporate Complaints data ◦ Results of customer satisfaction surveys ◦ Reports to committee
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	<ul style="list-style-type: none"> ◦ The Council's Vision and objectives are set out in the Best Value & Corporate Plan and was developed through consultation with the community ◦ A revised Sustainable Community Strategy has been developed in consultation with partners ◦ The Council's Improvement Plan and Service Plans are incorporated within the Best Value & Corporate Plans and is publicised on the website 	<ul style="list-style-type: none"> ◦ Best Value & Corporate Plan ◦ Sustainable Community Strategy ◦ Service Plans ◦ Minutes of meetings ◦ Results of consultation
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 to the authority	<ul style="list-style-type: none"> ◦ The Council is in the process of producing a register of partners to include allocation of the roles and responsibilities of Members in relation to the partnership 	<ul style="list-style-type: none"> ◦ Draft register of partnerships ◦ Local Strategic Partnership constitution
2.13	<p>When working in partnership:</p> <ol style="list-style-type: none"> 1. ensure that there is clarity about the legal status of the partnership 2. ensure that representatives or organisations both understand and make clear to all other partners the extent of their 	<ul style="list-style-type: none"> ◦ The Council is in the process of producing a register of partners, including resource responsibility and governance arrangements ◦ Co-opted Members are required to sign an agreement on legal duties and responsibilities 	<ul style="list-style-type: none"> ◦ Draft register of partnerships ◦ Co-opted members agreement

No	Requirement	How the Council demonstrates compliance	Evidenced by
	authority to bind their organisation to partner decisions.		

3. Principle Three - Standards of Conduct and Behaviour

Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour

No	Requirement	How the Council will demonstrate compliance	Evidenced by
3.1	Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect	<ul style="list-style-type: none"> ◦ Member and Officer induction programme promotes openness, support and respect and is formalised within the Members and Officers Handbook ◦ Values of good governance are emphasised in the training programme for Members and Officers 	<ul style="list-style-type: none"> ◦ Codes of Conduct within the Members and Officers Handbook ◦ Training programme ◦ Revised Members Pack ◦ Induction Sheets
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	<ul style="list-style-type: none"> ◦ The Authority develops and maintains good standards of conduct for both the Members, Officers and its employees and stakeholders ◦ Employees are provided with a handbook containing a number of codes of conduct, including Disciplinary procedures, equal opportunities, fraud and corruption, grievance procedures and internet and e-mail policy 	<ul style="list-style-type: none"> ◦ Members Code of Conduct within the Members and Officers Handbook ◦ Code of Conduct for staff ◦ Induction of Members, Officers and staff ◦ Reports to committee
3.3	Schedule 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	<ul style="list-style-type: none"> ◦ Equality & Diversity training has taken place for Members and staff 	<ul style="list-style-type: none"> ◦ Members register of interests ◦ Standards training ◦ Equality & Diversity Training
3.4	Develop and maintain shared values including leadership values both for the organisation and staff reflecting public expectations and communicate these with members, staff, the community and partners	<ul style="list-style-type: none"> ◦ Members and Officers values are set out in the Sustainable Community Strategy and Corporate Plan that supports the objectives and is underpinned by the Improvement Plan, reflecting the communities expectations ◦ Policies and plans are communicated through Council meetings, partnership meetings, the Council website and intranet and via 	<ul style="list-style-type: none"> ◦ Minutes and reports to meetings ◦ Sustainable Community Strategy ◦ Best Value and Corporate Plan ◦ Lighthouse newsletters

No	Requirement	How the Council will demonstrate compliance	Evidenced by
		newsletters to the community	<ul style="list-style-type: none"> ◦ Communication Strategy ◦ Council website and intranet www.scilly.gov.uk
3.5	Schedule arrangements to ensure that procedures and operations are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice	<ul style="list-style-type: none"> ◦ National and local measures are in place to safeguard against unfair bias, prejudice or conflicts of interest ◦ The Chief Executive has been designated as the Monitoring Officer to ensure compliance with established policies, procedures, laws and regulations. ◦ The Monitoring Officer reports to Members should any proposal, decision or omission give rise to unlawfulness or maladministration ◦ The Standards Committee meet at least three times per year ◦ The developing protocol for Member/Officer relations will ensure that processes are operated in an effective, appropriate and ethical manner 	<ul style="list-style-type: none"> ◦ National and local codes of conduct ◦ Reports of Monitoring Officer ◦ Standards training ◦ Protocol for Member/Officer Relations
3.6	Develop and maintain an effective standards committee	<ul style="list-style-type: none"> ◦ The Standards Committee includes three Members of the Council plus two independent members with voting rights, one of the independent members serving as the Chairman ◦ The Standards Committee meet at least three times per year 	<ul style="list-style-type: none"> ◦ Minutes and Reports of the Standards Committee
3.7	Use the organisations shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority	<ul style="list-style-type: none"> ◦ The Code of Conduct and Planning Protocol within the Members and Officers handbook ensures that Members and Officers know what is expected of them ◦ The shared values of the Members and Officers are demonstrated by the positive attitudes and trusting relationships within the authority and the decision making processes 	<ul style="list-style-type: none"> ◦ Members and Officers Handbook ◦ Minutes of Officer and Council meetings
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	<ul style="list-style-type: none"> ◦ The Council is considering a way forward in respect of an agreed set of values for partnership arrangements 	<ul style="list-style-type: none"> ◦ Minutes of MLG meeting

4. Principle Four – Scrutiny and Managing Risk

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

No	Requirement	How the Council will demonstrate compliance	Evidenced by:
4.1	Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the organisation's performance overall and of any organisation for which it is responsible	<ul style="list-style-type: none"> ◦ Full Council is the scrutinising body and provides overall direction to the organisation and satisfying reasonable expectations of accountability ◦ Council meetings are open to the public with the exception of confidential or personal matters being disclosed ◦ Councillors are made aware of significant policy related proposals and service reviews through reports taken to the appropriate committee. Councillors have the opportunity to discuss and/or challenge the performance of the Council 	<ul style="list-style-type: none"> ◦ Agendas and Reports of the meetings are viewed on the website along with the calendar of future meetings ◦ Data analysis to support decisions ◦ Terms of Reference for Full Council in the Members and Officers Handbook
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	<ul style="list-style-type: none"> ◦ All meetings are open to the public with the exception of confidential or personal matters being disclosed. ◦ Major meetings are web cast for those who cannot attend the meeting or wish to view the decisions at a later time 	<ul style="list-style-type: none"> ◦ Reports to the meetings and decisions made are viewed on the website ◦ Communication of decisions to officers ◦ Web castings
4.3	Arrangements are put in place to safeguard members and employees against conflicts of interest and appropriate processes are put in place to ensure that they continue to operate in practice	<ul style="list-style-type: none"> ◦ Members register their interests as defined in the Members' Code of Conduct approved at Annual Council ◦ Officers and employees register their interests as defined in the Officers Code of Conduct approved at Full Council ◦ Members and Officers declare a personal or prejudicial interest at the start of each meeting in which discussions involve a matter in which they have an interest, and again as the matter falls to be discussed ◦ Induction training for Members and Officers reinforce the rules on conflicts of interest ◦ The Monitoring Officer may be approached for advice on conflicts of interest ◦ 	<ul style="list-style-type: none"> ◦ Members Register of Interests ◦ Officers and staff Register of Interests ◦ Members Code of Conduct ◦ Officers and Employees Code of Conduct ◦ Minutes of Committee meetings ◦ Number of complaints to Standards Board for England

No	Requirement	How the Council will demonstrate compliance	Evidenced by:
4.4	Develop and maintain an effective audit committee (or equivalent) which is independent or make other appropriate arrangements for the discharge of the functions of such a committee	<ul style="list-style-type: none"> ◦ The Council has a Policy & Resources Committee that is delegated powers from Full Council and sits three times per year ◦ The Policy & Resources Committee consists of the Chairmen of each standing committee, with the exception of Standards and Licensing committees and any select committee 	<ul style="list-style-type: none"> ◦ Terms of reference ◦ Reports to and Minutes of meetings
4.5	Arrangements are put in place effective transparent and accessible arrangements for dealing with complaints	<ul style="list-style-type: none"> ◦ Procedures for complaints are publicised on the website and forms are available on the website, in the Town Hall reception and on request. ◦ The Chief Executive has been designated as the Monitoring Officer to ensure compliance with established policies, procedures, laws and regulations. ◦ The Monitoring Officer reports to Members should any proposal, decision or omission give rise to unlawfulness or maladministration. 	<ul style="list-style-type: none"> ◦ Published on Website and intranet http://www.scilly.gov.uk/council/complaints ◦ Reports to Council
4.6	Ensure that those making decisions whether for the authority or partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications	<ul style="list-style-type: none"> ◦ All reports to Members are required to include justification for the proposed action with environmental impact, financial, legal, crime and disorder, best value and community health implications ◦ Reports are sent to decision-makers with the agenda of the meeting on a timely basis 	<ul style="list-style-type: none"> ◦ Reports to each committee with agenda and published on website ◦ Local PIs
4.7	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	<ul style="list-style-type: none"> ◦ Professional opinion where appropriate is sought and implications are included on every report sent to Members prior to each committee meeting 	<ul style="list-style-type: none"> ◦ Reports to each committee published on website prior to meeting
4.8	Ensure that risk management is embedded into the culture of the organisation , with members and managers at all levels recognising that risk management is part of their job	<ul style="list-style-type: none"> ◦ The Council has established and adopted a new framework for risk management ◦ The Corporate Risk Management Strategy has been approved by Council and is communicated to all Members and employees and is published on the internet and intranet ◦ Risk management is embedded in the activity of the authority through the business plan and service planning stages. A Corporate Risk 	<ul style="list-style-type: none"> ◦ Risk management training workshops programme for Officers and Service Managers remaining staff and members to take place during 2007 P&R 17.7.07 Item 8 ◦ The strategy is linked to business continuity and is supported by

No	Requirement	How the Council will demonstrate compliance	Evidenced by:
		<p>Register identifies the benefits of active risk management.</p> <ul style="list-style-type: none"> ◦ The process for ongoing risk management is the responsibility of the Strategic Management Team and Chief Officers ◦ The Modernising Local Government Overall has the role of the co-ordination of risk management throughout the Authority and is responsible for reviewing Strategic and Departmental Risk Registers and Strategies and disseminate best practice across the Authority ◦ Departmental Risk Registers linked to service plans have been implemented to identify risk management at lower level and are the responsibility of the Service Managers ◦ The Council has developed a programme of risk management training for relevant staff and Members on assessing, management and monitoring of risk. ◦ A corporate approach to risk management to identify and evaluate risk is disseminated to staff at induction and awareness sessions ◦ Project Managers are aware of the risks in partnership working and risk assessments are undertaken before commencement of major projects and reviewed and reported on a regular basis 	<p>senior members. Corporate Governance</p> <ul style="list-style-type: none"> ◦ Both member and officer Champions have been appointed by council C80/07 ◦ Roles & responsibilities are listed within the strategy Roles & Responsibilities ◦ Risk registers are updated by MLG ◦ Risk Management Strategy published on website and intranet ◦ Guide to Risk Management for all staff on intranet
4.9	Ensure that arrangements are in place for whistle blowing to which staff and all those contracting with the authority have access	<ul style="list-style-type: none"> ◦ Communication of internal control processes to staff forms part of the staff induction process and includes Confidential Reporting, Managing Financial Irregularities (whistle-blowing) and Code of Conduct policies ◦ Policies are communicated to all staff as part of the induction process 	<ul style="list-style-type: none"> ◦ Codes of conduct ◦ Confidential Reporting Procedure Policy on intranet
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	<ul style="list-style-type: none"> ◦ Financial Regulations are in the process of being reviewed and updated ◦ A programme of awareness training for Members and existing staff to be developed during 2008, to be included in induction training ◦ Issues of vires are dealt with by early involvement of the Council's legal advisors in all major projects to ensure a lawful solution for the benefit of the community 	<ul style="list-style-type: none"> ◦ Communication with legal advisors ◦ Terms of major contracts ◦ Minutes of committee meetings ◦ Communication with legal advisors ◦ Corporate Procurement Strategy and developing Guide to

No	Requirement	How the Council will demonstrate compliance	Evidenced by:
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	<ul style="list-style-type: none"> ◦ Early involvement of the Council's legal advisors in all major issues to ensure a lawful solution for the benefit of the community 	Procurement <ul style="list-style-type: none"> ◦ Communication with legal advisors ◦ Minutes of committee meetings
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	<ul style="list-style-type: none"> ◦ Early involvement of the Council's legal advisors in all major issues to ensure a lawful solution for the benefit of the community ◦ Each report to Committee takes informs Members of whether legal advice is necessary and the results of that advice if sought 	<ul style="list-style-type: none"> ◦ Communication with legal advisors ◦ Minutes of committee meetings

5. Principle Five – Developing Capacity and Capability

Developing the capacity and capability of members and officers to be effective

No	Requirement	How the Council will demonstrate compliance	Evidenced by:
5.1	Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis	<ul style="list-style-type: none"> ◦ All new Councillors and officers are offered an induction programme to give information on their basic rights, roles and responsibilities and how the Council works. ◦ Induction information is to be found within the Members and Officers Handbook ◦ The ongoing training programme for Members and Officers is monitored and arranged through the Modernising Local Government Group and offers up to date knowledge through in-house seminars and training workshops and external courses and conferences 	<ul style="list-style-type: none"> ◦ Members Handbook ◦ Member and Officer training programme
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 organisation	<ul style="list-style-type: none"> ◦ The Council has a Chief Officer Performance and Development Programme that offers the opportunity for each Officer to participate in a performance related interview on a regular basis, with the primary purpose of agreeing individual work targets that relate to the delivery of services to the Community and to discuss the skills and support needed to perform those tasks ◦ Quarterly Service Managers Meetings assist in the awareness of the Council's corporate values and assist learning of new starters and improve senior management visibility ◦ Information is cascaded from the Quarterly meetings to the departments by Service Managers 	<ul style="list-style-type: none"> ◦ Roles and responsibilities in Personnel files ◦ Chief Officer Performance and Development Programme Record sheets in Personnel files ◦ Reports to committee
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	<ul style="list-style-type: none"> ◦ Learning and development needs are established at induction to influence future development and influence the range of activities to be offered ◦ As part of the ongoing training programme and following consultation with Members, the Modernising Local Government Group examine the needs of the Members, consider and arrange the activities to be offered 	<ul style="list-style-type: none"> ◦ Developing draft Induction process ◦ Member and Officer training programme ◦ Minutes of MLG
5.4	Develop skills on a continuing basis to improve performance	<ul style="list-style-type: none"> ◦ The Council is aware that it's most important resource is the staff that deliver the services to the community and that to provide a quality service 	<ul style="list-style-type: none"> ◦ Staff Performance and Development Programme Record

No	Requirement	How the Council will demonstrate compliance	Evidenced by:
	including the ability to scrutinise and challenge and to recognise when outside expert advice is needed	<p>to all residents and visitors, an effective staff performance and development programme will improve and maintain quality services</p> <ul style="list-style-type: none"> ◦ Each member of staff is offered the opportunity to participate in a performance related interview on a regular basis, with the primary purpose of agreeing individual work targets that relate to the delivery of their Departmental Service Plan that arises from both the Sustainable Community Strategy and the Corporate Improvement Plan ◦ The Staff Performance and Development Programme encourages staff to analyse, scrutinise and challenge, and to recognise the need for expert advice through discussions on a one to one basis with their line manager or Chief Officer ◦ Members, Officers and staff effect learning and development through access to the intranet, e-learning, training courses, workshops, members' seminars and conferences, mentoring and peer support ◦ Some training sessions and workshops held in the Council Chamber are recorded on the web-casting facility for those staff and Members who are unable to attend at the time of the session 	<p>sheets in Personnel files</p> <ul style="list-style-type: none"> ◦ Staff training programme ◦ Individual staff training ◦ Recording of workshops
5.5	Ensure that effective arrangements are in place for reviewing the performance of the authority as a whole and agreeing an action plan which might for example aim to address any training or development needs	<ul style="list-style-type: none"> ◦ The Council's performance is reviewed during strategic planning effected through the Modernising Local Government Group ◦ Performance indicators are monitored by the Modernising Local Government Group and action plans are agreed to address needs gaps ◦ Individual Members are encouraged to identify needs for development, although there is no formal process for reviewing individual Members 	<ul style="list-style-type: none"> ◦ Minutes of MLG meetings ◦ BVPIs ◦ Best Value & Corporate Plan ◦ Comprehensive Performance Assessment reports
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	<ul style="list-style-type: none"> ◦ Information leaflets are distributed throughout the community prior to elections & by-elections to encourage individuals from the community to contribute to the work of the Council ◦ Individuals are encouraged to participate in the work of the Council through extensive consultation on plans and strategies such as the Sustainable Community Plan and the developing Local Area Agreements 	<ul style="list-style-type: none"> ◦ Minutes of meetings ◦ Results of consultations ◦ Homepage of www.scilly.gov.uk ◦ Leaflets on website, library and distribution sights

No	Requirement	How the Council will demonstrate compliance	Evidenced by:
		<ul style="list-style-type: none"> ◦ The Local Strategic Partnership has been formed by encouraging the community to be involved and has the active involvement of young people within the partnership ◦ The 'Council Calendar', 'News' and 'What's on', on the Council website, informs the community of forthcoming meetings, events and items in which the community are able to participate ◦ The community are encouraged to become co-opted members, with voting rights, and advisors for certain Council Committee meetings 	<ul style="list-style-type: none"> ◦ Minutes of the LSP
5.7	Ensure that career structures are in place for members and officers to encourage participation and development	<ul style="list-style-type: none"> ◦ Members are encouraged to use their skills in progressing to Chairman or Vice-Chairman of individual Committees with ultimate progression to Chairman or Vice-Chairman of the Council ◦ Every opportunity is taken to progress a career structure within the Council of the Isles of Scilly; officer vacancies are advertised internally prior to publication on the Council's website and external notice boards, to encourage progression internally ◦ Staff are responsible for progressing their own development and are encouraged to participate in training courses and workshops to progress their career and advance their capacity and capabilities to work within the Council setting ◦ A variety of training courses and workshops are offered to Members and Officers in a wide range of subjects areas such as Prince2, IT, Management, Risk, Procurement, Modernising Local Government, Service Planning and more 	<ul style="list-style-type: none"> ◦ Training courses and workshops ◦ Job advertisements on notice boards, internet and intranet ◦ Achieved NVQs in various departments ◦ Apprentice scheme

6. Principle Six – Engaging with Local People and Stakeholders

Engaging with local people and other stakeholders to ensure robust public accountability

No	Requirement	How the Council will demonstrate compliance	Evidenced by:
6.1	Make clear to Members, officers and the community, to whom they are accountable and for what	<ul style="list-style-type: none"> ◦ The Council's vision, priorities and values are published in the Best Value and Corporate Plan and includes performance targets within the Improvement Plan and Service Plans ◦ The Best Value and Corporate Plan is published on the website annually ◦ The Council's Standing Orders and Financial Regulations inform Members and Officers of their obligations and processes ◦ An Annual Report (Lighthouse) is being developed for publication in June/July, to inform the community of the performance of the authority over the previous year and set out the plans for the future 	<ul style="list-style-type: none"> ◦ Best Value Performance and Corporate Plan published on the website http://www.scilly.gov.uk/council ◦ Sustainable Community Strategy ◦ Annual report
6.2	Consider those institutional stakeholders to whom they are accountable and assess the effectiveness of the relationships and any changes required	<ul style="list-style-type: none"> ◦ Arrangements are to be reviewed for the content and publication of the annual report on the work of stakeholder committees and consider whether it should be given a higher profile 	<ul style="list-style-type: none"> ◦ Annual report
6.3	Produce an annual report on scrutiny function activity	<ul style="list-style-type: none"> ◦ An Annual Report (Lighthouse) is being developed to be produced in June/July, to inform the community of the performance of the authority over the previous year and set out the plans for the future 	<ul style="list-style-type: none"> ◦ Annual report
6.4	Ensure that clear channels of communication are in place with all sections of the community and other stakeholders including monitoring arrangements to ensure that they operate effectively	<ul style="list-style-type: none"> ◦ The Communication Strategy ensures the Council communicates clearly, openly and regularly with the public, partners and with each other to promote a high level of mutual understanding and facilitate a better service to the island community ◦ The Communication Strategy is a standing item on the agenda of the Policy and Resources Committee and Members report progress at each meeting with an annual review of Strategy ◦ The Communication strategy is a key tool ensuring the Authority's successful delivery of our vision statement 	<ul style="list-style-type: none"> ◦ Communication Strategy ◦ Minutes and reports to P & R ◦ Calendar on homepage of www.scilly.gov.uk ◦ Web-casts on the website ◦ Lighthouse ◦ Minutes & reports to relevant committees ◦ Communication sections of

No	Requirement	How the Council will demonstrate compliance	Evidenced by:
		<ul style="list-style-type: none"> ◦ The Council Committee Calendar is publicised on the Council website and agenda, minutes and reports may be downloaded ◦ News, policies and information for the public and staff are to be found on the website and the developing intranet will inform staff of up to date information ◦ The public are able to view various Council meetings that are web-cast for those who are unable to attend the Council Chamber in person; the web-casts are recorded and can be downloaded for those who are unable to watch the meeting at the allocated time ◦ Where there is expected to be a large public interest, the meetings are web-cast in the Town Hall for those who do not have internet access ◦ Staff newsletters are distributed to all staff on a quarterly basis ◦ A bi-monthly 'Lighthouse' newsletter is available at various distribution centres to inform the public and stakeholders of recent events and up to date information 	<ul style="list-style-type: none"> relevant policies and strategies (see 7 below) ◦ Communication action plan reported to committee ◦ Review of public participation
6.5	Hold meetings in public unless there are good reasons for confidentiality	<ul style="list-style-type: none"> ◦ Council meetings are open to the public with the exception of 'exempt and confidential information' whereby the public are asked to leave the Council Chamber 	<ul style="list-style-type: none"> ◦ Minutes of meetings ◦ Calendar on homepage of www.scilly.gov.uk ◦ Web-casts on the website
6.6	Ensure arrangements are in place to enable the authority 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	<ul style="list-style-type: none"> ◦ The Communication Strategy and the developing Local Area Agreements aim to ensure that the island community are well informed and are involved in consultation to influence what happens on the islands ◦ The public are able to view various Council meetings that are web-cast for those who are unable to attend the Council Chamber in person; the web-casts are recorded and can be downloaded for those who are unable to watch the meeting at the allocated time ◦ Where there is expected to be a large public interest, the meetings are web-cast to a large screen in the Town Hall for those who do not have internet access ◦ Community Strategy leaflets are distributed throughout the islands to 	<ul style="list-style-type: none"> ◦ Public consultation results ◦ Communication Strategy ◦ Community Strategy leaflets ◦ Draft LAAs ◦ Webcasts on the website www.scilly.gov.uk ◦ Local Access booklets ◦ Cornwall & IOS Migrant Worker book

No	Requirement	How the Council will demonstrate compliance	Evidenced by:
		<ul style="list-style-type: none"> every household ◦ Council meeting are arranged in the mornings during winter and evenings during the summer to enable off-island participation ◦ Booklets are produced for local access information and are distributed to migrant and seasonal workers with a welcome talk by Community Safety Officer and Community Police Support Officer in partnership ◦ The Council have published pages in the Cornwall & IOS Migrant Worker book to be published in June 08 ◦ Strategies and Policies are able to be produced in alternative formats, such as Braille, audio or alternative languages, on request ◦ A written or oral translation service is available on request ◦ Review questionnaire to Migrant and Seasonal workers informs the Council of difficulties and response to the services provided ◦ Disability equality consultation has been sent to all residents within the last year to enable the Disability equality scheme to incorporate where reasonably practicable the community's access requirements regarding disability 	<ul style="list-style-type: none"> ◦ Council calendar ◦ Strategies and policies ◦ Translation services ◦ Disability equality scheme
6.7	Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users including a feedback mechanism for those consultees to demonstrate what has changed as a result	<ul style="list-style-type: none"> ◦ Consultation is an integral part of any large project plan ◦ Results of consultations are communicated to the public via the website and publications to inform of the influence the consultation has had on the project ◦ The public are encouraged to give comments, compliments and complaints in order for the Members and officers to achieve a greater understanding of the views of residents and visitors ◦ When faced with a decision making situation, the comments, compliments and complaints from the public assist Members who are more able to respond to conflicting views of residents and take into consideration other influencing factors such as resources, statutory requirements and partner organisations views 	<ul style="list-style-type: none"> ◦ Consultations ◦ Surveys ◦ Results of consultation/surveys ◦ Minutes of meetings ◦ Register of comments, compliments and complaints

No	Requirement	How the Council will demonstrate compliance	Evidenced by:
6.8	Publish a performance plan on an annual basis 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	<ul style="list-style-type: none"> ◦ The Council's vision and priorities are published in the Best Value and Corporate Plan and includes performance targets within the Improvement Plan and Service Plans ◦ The Best Value and Corporate Plan is published on the website annually ◦ Financial Statements are published on the website annually, including the Annual Governance Statement ◦ Outcomes and achievements are to be communicated to the public and stakeholders in the Annual Report (Lighthouse) 	<ul style="list-style-type: none"> ◦ Best Value Performance and Corporate Plan published on the website http://www.scilly.gov.uk/council ◦ Financial Statements and AGS on the Council website www.scilly.gov.uk/council/finance ◦ Annual report
6.9	Ensure that 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	<ul style="list-style-type: none"> ◦ As stated in section 6.4, the Communication Strategy ensures the Council communicates clearly, openly and regularly with the public, partners and with each other to promote a high level of mutual understanding and facilitate a better service to the island community ◦ The Council website includes the Council Calendar of meetings where agenda, minutes and reports may be downloaded and community news, council policies and information for the public ◦ Staff have access to all policies and strategies on the website and the developing intranet ◦ The public is able to register their dissatisfaction with services of the Council or its staff via the complaints procedure that can be accessed on the website or by hard copy from the Town Hall and are able contact the Ombudsman through the complaints system ◦ Prior to 1 April 2008, the public are able to contact the Standards Board for England or the Monitoring Officer in cases where they consider a Councillor has not followed the Code of Conduct ◦ From 1 April 2008, the Local Standards Committee will make an initial assessment of misconduct allegations ◦ Quarterly meetings are arranged to ensure information is exchanged and updated upward and Service Managers cascade information downwards to the staff in their respective departments 	<ul style="list-style-type: none"> ◦ Communication Strategy ◦ Council website www.scilly.gov.uk ◦ Policy documents on the website www.scilly.gov.uk/policydocs and intranet ◦ Minutes of quarterly meetings ◦ Lighthouse ◦ Staff Newsletters ◦ Agenda and Minutes of meetings including partners as attendees ◦ Web-casting on the Council website ◦ Requests for information foi@scilly.ov.uk

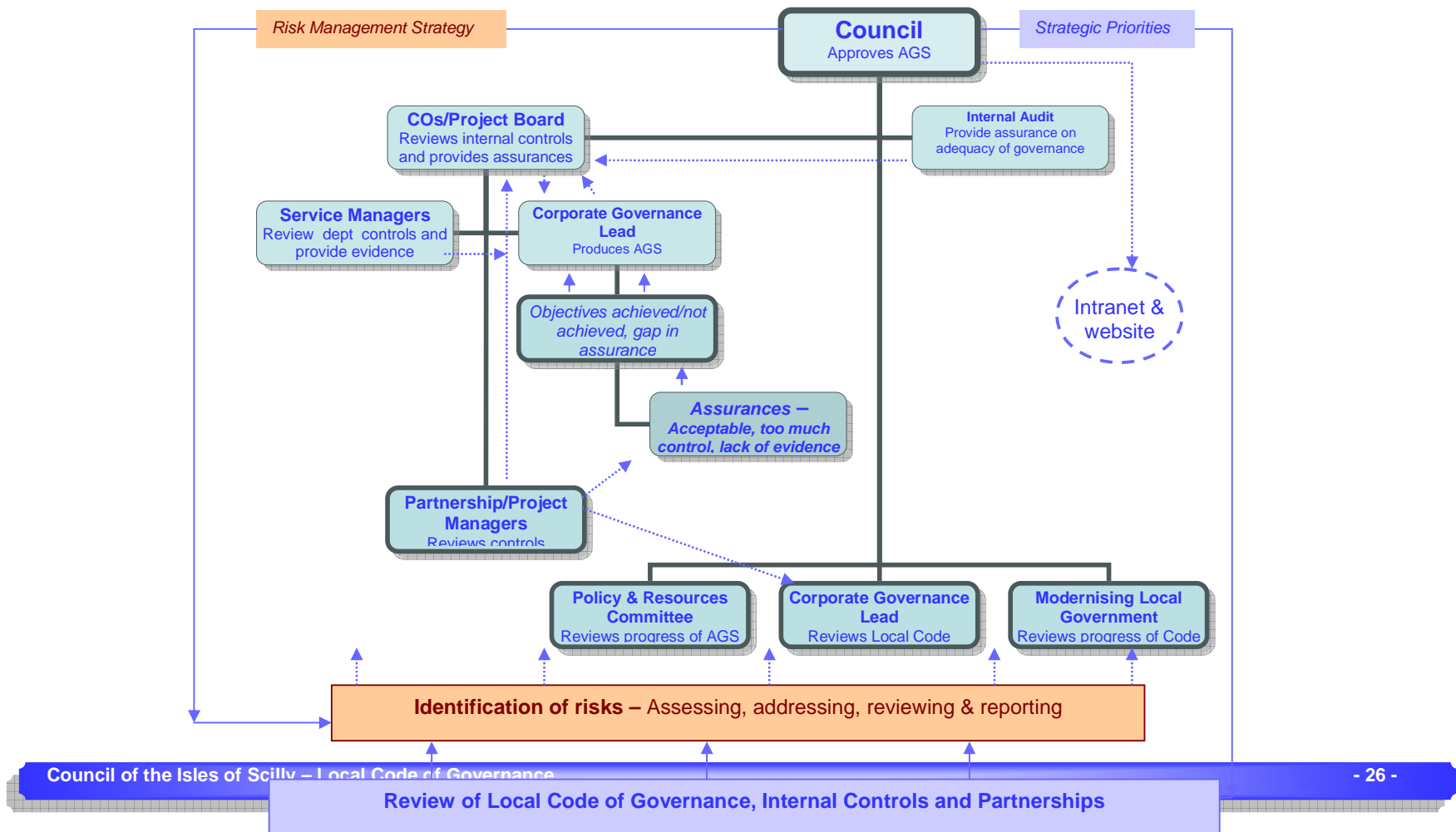
No	Requirement	How the Council will demonstrate compliance	Evidenced by:
		<ul style="list-style-type: none"> ◦ The public are able to view various Council meetings that are web-cast for those who are unable to attend the Council Chamber in person; the web-casts are recorded and can be downloaded for those who are unable to watch the meeting at the allocated time ◦ The public are able to access information held by the Council under the terms of the Freedom of Information Act 2000 through the Central Services ◦ Where there is expected to be a large public interest, the meetings are web-cast in the Town Hall for those who do not have internet access ◦ Staff newsletters are distributed to all staff on a quarterly basis ◦ A bi-monthly 'Lighthouse' newsletter is available at various distribution centres to inform the public and stakeholders of recent events and up to date information 	
6.10	Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making	<ul style="list-style-type: none"> ◦ Consultation with staff forms part of the Communication Strategy and is published on the Council website and intranet ◦ Staff are encouraged to participate in decision-making and problem solving through Quarterly meetings, surveys and departmental meetings ◦ The recently developed Staff Mediation Service provides assistance and is available to all staff ◦ The Council works in partnership with the Trade Unions and a representative is on hand to assist staff with queries and advice ◦ Human Resources meet on a monthly basis representatives of the Trade Union and information is cascaded to staff via the Trade Union representatives 	<ul style="list-style-type: none"> ◦ Communication Strategy ◦ Minutes of meetings ◦ Consultations with Trade Unions held in Finance department ◦ Minutes of meetings ◦ Disability equality scheme

7. Communication

- 7.1 Communication and learning runs through the corporate governance processes and must include internal and external stakeholders. Identification of risks to the achievement of the controls is itself dependant on a good network of communication to facilitate identification of changes that will affect the authority's internal controls and risk profile; this should include national security, partner organisations, key contractors etc.
- 7.2 Communication within the authority is essential to ensure:
- all staff are aware of the Code of Governance and how their responsibilities fit into the authority plans
 - each level of management through to Council, including the Policy & Resources Committee, seeks and receives appropriate assurances on a regular basis regarding the management of controls within the scope of their responsibility. Sufficient information should be provided to allow an informed decision where a risk to governance or the action planned is not acceptable
 - partner organisations are made aware of the importance of the Council's Code of Governance and process and ensures that their employees and any third party involved are also aware of the Council's Code
 - a mechanism for important governance issues which suddenly develop or emerge
 - external stakeholders are informed to assure them that the authority is managing its internal controls and that the authority will deliver services as expected
- 7.3 The Local Code of Governance is reviewed annually and is monitored not less than twice per year. The annual review of the Code of Governance is the responsibility of the Corporate Governance Lead and will be reviewed by the Modernising Local Government Group and reported to the Policy and Resources Committee and decisions recommended to relevant committees.
- 7.4 In medium/high risk procurement activities a Project Manager will be assigned, in line with the Corporate Procurement Strategy. The Project Manager has a responsibility to ensure the project is run in accordance with the Council's Code of Governance and internal control processes. Any issues are reported to the appointed Project Board and the Corporate Governance Lead.

- 7.5 All relevant staff give assurances on internal controls to the Corporate Governance Lead on a timely basis to enable the Annual Governance Statement to be produced at the end of the financial year.
- 7.6 The following diagram, at figure 7.6 below, shows the structure of the governance process from the Strategic objectives and the identification of risk from those objectives, through to the Annual Governance Statement being produced annually and approved by Council. This in turn then informs and feeds back to the strategic priorities and the cycle begins again. Communication of the evidence and assurances is shown by dotted arrow lines.

Figure 7.6 Governance Structure and Communication



For further information, please contact:

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E-mail: governance@scilly.gov.uk

References

Delivering Good Governance in Local Government – Framework www.cipfa.org.uk

Delivering Good Governance in Local Government – Guidance notes for English Authorities – www.cipfa.org.uk

The CIPFA Finance Advisory Network – Annual Governance Statement – Rough Guide for Practitioners - www.cipfa.org.uk

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