

APPENDIX 1	
1. Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.	83%
1.1 Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcomes for citizens and service users.	88%
1.2 Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning.	73%
1.3 Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money.	85%
1.4 Exercising strategic leadership by developing and clearly communicating the authority's civil emergency plans.	75%
2. Members and officers working together to achieve a common purpose with clearly defined functions and roles.	90%
2.1 Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function.	89%
2.2 Ensuring that a constructive working relationship exists between members and officers and that the responsibilities of authority members and officers are carried out to a high standard.	97%
2.3 Ensuring relationships between the authority, its partners and the public are clear so that each know what to expect of the other.	87%
3. Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.	86%
3.1 Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance.	88%
3.2 Ensuring that organisational values are put into practice and are effective.	83%
4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.	89%
4.1 Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny.	89%
4.2 Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs.	92%
4.3 Ensuring that an effective risk management system is in place.	89%
4.4 Using their legal powers to the full benefit of the citizens and communities in their area.	83%
5. Developing the capacity and capability of members and officers to be effective.	90%
5.1 Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles.	89%
5.2 Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group.	98%
5.3 Encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal.	82%
6. Engaging with local people and other stakeholders to ensure robust public accountability.	83%
6.1 Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships.	96%
6.2 Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning.	78%
6.3 Making best use of human resources by taking an active and planned approach to meet responsibility to staff.	75%

Overall Score	87%
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