

## Annual Governance Statement 2007/08 Supporting Document

Supporting principles	The Council is required to:	Source documents / good practice / processes in place to support this:	In place	Comments / Plans for improvement
			Yes / No	
<b>1. Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area</b>				
<p>■ exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcome for citizens and service users</p>	<p>■ develop and promote the authority's purpose and vision</p>	<p>■ corporate plan</p>	Yes	The current Corporate Plan was agreed by Cabinet (14 June 2007) and Council (25 June 2007). A refresh of the Corporate Plan was agreed by Cabinet on the 12 February 2008.
		<p>■ service plans</p>	Yes	The Service Plans for 2007/08 were delayed due to the Corporate Plan being approved in late June 2007, so were agreed in July 2007.
		<p>■ community strategy</p>	Yes	The Community Strategy was developed by the Local Strategic Partnership (LSP), and adopted in January 2004. Thanet is now represented on the East Kent LSP and does not have a District LSP
		<p>■ local area or performance agreements</p>	Yes	Thanet District Council have been actively participating in negotiations to develop the Kent Agreement 2, through the East Kent LSP.
	<p>■ review on a regular basis the authority's vision for the local area and its implications for the authority's governance arrangements</p>	<p>■ local code of corporate governance</p>	Yes	The Local Code of Corporate Governance was agreed in February 2008, is supported by this document and reviewed on an annual basis.
		<p>■ governance group - terms of reference</p>	Yes	The Governance Group subsumed the Corporate Risk Management Group in November 2007
		<p>■ governance group - agenda / minutes</p>	Yes	The Governance Group subsumed the Corporate Risk Management Group in November 2007
	<p>■ ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners</p>	<p>■ partnership framework</p>	Yes	The Partnership Framework is awaiting approval from Governance and Audit Committee in June 2006 will be available soon after that time.
		<p>■ local code of corporate governance</p>	Yes	The Local Code of Corporate Governance was agreed in February 2008, is supported by this document and reviewed on an annual basis.

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	<ul style="list-style-type: none"> <li>■ publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance</li> </ul>	<ul style="list-style-type: none"> <li>■ annual report</li> </ul>	Yes	As a Council we are committed to providing a high quality service to residents of Thanet, and will report this through an annual report.
		<ul style="list-style-type: none"> <li>■ annual financial statements</li> </ul>	Yes	The Statement of Accounts are approved by the Governance and Audit Committee. This meets the statutory requirement under the Accounts and Audit Regulations.
<ul style="list-style-type: none"> <li>■ ensuring that users receive a high quality of service whether directly, or in partnership or by commissioning</li> </ul>	<ul style="list-style-type: none"> <li>■ 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</li> </ul>	<ul style="list-style-type: none"> <li>■ service plans</li> </ul>	Yes	The Service Plans for 2007/08 were delayed due to the Corporate Plan being approved in late June 2007, so were agreed in July 2007.
		<ul style="list-style-type: none"> <li>■ annual report</li> </ul>	Yes	As a Council we are committed to providing a high quality service to residents of Thanet, and will report this through an annual report.
		<ul style="list-style-type: none"> <li>■ monthly performance packs</li> </ul>	Yes	The monthly performance packs for March 2008 have been provided, and a monthly pack was produced for each service from April 2007 to February 2008.
		<ul style="list-style-type: none"> <li>■ quarterly performance packs</li> </ul>	Yes	A corporate performance pack was produced for quarters 1, 2 and 3 and the Annual report and annex for quarter 4.
	<ul style="list-style-type: none"> <li>■ put in place effective arrangements to identify and deal with failure in service delivery</li> </ul>	<ul style="list-style-type: none"> <li>■ complaints procedure</li> </ul>	Yes	Thanet District Council wants to provide the best service it can to the Community and a complaints / comments / compliments procedure in place.
		<ul style="list-style-type: none"> <li>■ appraisal process</li> </ul>	Yes	The appraisal system ensures that everyone knows what they are required to do and how this helps us achieve our goals, as well as how performance will be assessed.
<ul style="list-style-type: none"> <li>■ ensuring that the authority makes best use of resources and that tax payers and service users</li> </ul>	<ul style="list-style-type: none"> <li>■ decide how value for money is to be measured and make sure that the authority has the information needed to review value for money and performance effectively.</li> </ul>	<ul style="list-style-type: none"> <li>■ monthly performance packs</li> </ul>	Yes	The monthly performance packs for March 2008 have been provided, and a monthly pack was produced for each service from April 2007 to February 2008.

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receive excellent value for money	Measure the environmental impact of policies, plans and decisions	■ quarterly performance packs	Yes	A corporate performance pack was produced for quarters 1, 2 and 3 and the Annual report and annex for quarter 4.
		■ annual report	Yes	As a Council we are committed to providing a high quality service to residents of Thanet, and will report this through an annual report.
		■ medium term financial strategy	Yes	The Council has in place a Medium Term Financial Strategy for the period 2008 – 2011.
		■ annual efficiency statements	Yes	The Government requires each local authority to prepare two Annual Efficiency Statements each year. The first - Forward Look, due in April, forecasts the efficiency savings that the authority will make during the forthcoming year. The second - Backward Look, due in June, provides accountable details of the actual savings achieved for the previous year.
		■ audit reports	Yes	These can be viewed through the agenda for Governance and Audit Committee.
<b>2. Members and officers working together to achieve a common purpose with clearly defined functions and roles</b>				
■ ensuring the effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function	■ set out a clear statement of the respective roles and responsibilities of the executive and of the executive's Members individually and the authority's approach towards putting this into practice	■ constitution	Yes	The Constitution is regularly reviewed and updated, with the next planned update due in 2008/09.
		■ record of decision making and supporti	Yes	Thanet Council's Committee Services Unit is responsible for maintaining the minutes of Council and other Committee meetings as a true record of past decisions.
	■ set out a clear statement of the respective roles and responsibilities of other authority members, members generally and of senior officers	■ job descriptions for officers	Yes	Officers functions within the Constitution (page 36)
■ ensuring that a constructive working relationship exists between	■ determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those	■ constitution	Yes	The Constitution is regularly reviewed and updated, with the next planned update due in 2008/09.

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authority members and officers and that the responsibilities of members and officers are carried out to a high standard	matters specifically reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required	■ local code of corporate governance	Yes	The Local Code of Corporate Governance was agreed in February 2008, is supported by this document and reviewed on an annual basis.
		■ scheme of delegation	Yes	Scheme of Officer Delegations within the Constitution (page 67)
	■ make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management	■ conditions of employment	Yes	Officers functions within the Constiution (page 36)
		■ scheme of delegation	Yes	Scheme of Officer Delegations within the Constitution (page 67)
		■ job descriptions / specifications	Yes	Please see the job descriptions for the Chief Executive, Strategic Director and Head of Financial Services
		■ performance management system	Yes	The process is currently manual, please see the monthly and quarterly performance packs but as this is a pivotal part of everyday life it has been agreed to upgrade to an IT system which is to be installed in June 2008.
	■ develop protocols to ensure that the leader and chief executive negotiate their respective roles early in the relationship and that a shared understanding of roles and ■ make a senior officer (the section 151 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control	■ scheme of delegation	Yes	Scheme of Officer Delegations within the Constitution (page 67)
		■ member / officer protocol	Yes	Protocol on Member / Officer relations (page 249)
		■ statutory reports	Yes	Statutory reports can be viewed through the Council's agenda and minutes page.
		■ job descriptions / specifications	Yes	Please see the job descriptions for the Chief Executive, Strategic Director and Head of Financial Services
		■ reports to members / officer on financial control	Yes	Thanet Council's Committee Services Unit is responsible for maintaining the minutes of Council and other Committee meetings as a true record of past decisions.
		■ standing orders	Yes	Prescribed and other Standing Orders within the Constitution (page 226)
		■ financial procedure rules	Yes	Financial Procedure Rules (page 150) of the Constitution
		■ scheme of delegation	Yes	Scheme of Officer Delegations within the Constitution (page 67)

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Supporting principles	The Council is required to:	Source documents / good practice / processes in place to support this:	In place Yes / No	Comments / Plans for improvement
	<ul style="list-style-type: none"> <li>■ make a senior officer (usually the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with</li> </ul>	<ul style="list-style-type: none"> <li>■ monitoring officer provision</li> </ul>	Yes	Officers Functions within the Constitution (page 37)
		<ul style="list-style-type: none"> <li>■ job descriptions / specifications</li> </ul>	Yes	Please see the job descriptions for the Chief Executive, Strategic Director and Head of Financial Services
		<ul style="list-style-type: none"> <li>■ scheme of delegation</li> </ul>	Yes	Scheme of Officer Delegations within the Constitution (page 67)
		<ul style="list-style-type: none"> <li>■ standing orders</li> </ul>	Yes	Prescribed and other Standing Orders within the Constitution (page 226)
<ul style="list-style-type: none"> <li>■ ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of the other</li> </ul>	<ul style="list-style-type: none"> <li>■ develop protocols to ensure effective communication between members and <u>officers in their respective roles</u></li> </ul>	<ul style="list-style-type: none"> <li>■ member / officer protocol</li> </ul>	Yes	Protocol on Member / Officer relations (page 249)
	<ul style="list-style-type: none"> <li>■ set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process, including an effective <u>remuneration panel (if applicable)</u></li> </ul>	<ul style="list-style-type: none"> <li>■ pay and conditions policies and practice</li> </ul>	Yes	The Local Conditions of Service are currently being revised for the 2008/09 pay award. Shared GMB / Unison Recognition Agreement in draft to reflect Employee Council as the mechanism for consultation / negotiation information, including pay bargaining.
	<ul style="list-style-type: none"> <li>■ ensure that effective mechanisms exist to monitor service delivery</li> </ul>			
	<ul style="list-style-type: none"> <li>■ 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</li> </ul>	<ul style="list-style-type: none"> <li>■ corporate plan</li> </ul>	Yes	The current Corporate Plan was agreed by Cabinet (14 June 2007) and Council (25 June 2007). A refresh of the Corporate Plan was agreed by Cabinet on the 12 February 2008.
		<ul style="list-style-type: none"> <li>■ service plans</li> </ul>	Yes	The Service Plans for 2007/08 were delayed due to the Corporate Plan being approved in late June 2007, so were agreed in July 2007.
		<ul style="list-style-type: none"> <li>■ medium term financial strategy</li> </ul>	Yes	The Council has in place a Medium Term Financial Strategy for the period 2008 – 2011.
		<ul style="list-style-type: none"> <li>■ performance management framework</li> </ul>	Yes	The Performance Management framework is available to view through the Council's intranet site, and this is due to be reviewed in September 2008.
	<ul style="list-style-type: none"> <li>■ council tax consultation</li> </ul>	Yes	The Council undertook a consultation on the Summary of Accounts and also on the spending priorities for Thanet District Council.	

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		<ul style="list-style-type: none"> <li>■ annual report</li> </ul>	Yes	As a Council we are committed to providing a high quality service to residents of Thanet, and will report this through an annual report.
		<ul style="list-style-type: none"> <li>■ public consultation</li> </ul>	Yes	Thanet Council works hard to listen to the views of local residents, business people, and the variety of partners with whom we work to provide local services.
	<ul style="list-style-type: none"> <li>■ 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</li> </ul>	<ul style="list-style-type: none"> <li>■ partnership framework</li> </ul>	Yes	The Partnership Framework is awaiting approval from Governance and Audit Committee in June 2006 will be available soon after that time.
	<ul style="list-style-type: none"> <li>■ when working in partnership:                             <ul style="list-style-type: none"> <li>o ensure that there is clarity about the legal status of the partnership</li> <li>o ensure that representatives of organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ for each partnership there is :                             <ul style="list-style-type: none"> <li>o a clear statement of the partnership principles and objectives</li> <li>o clarity of each partner's role within the partnership</li> <li>o definition of roles of partnership board members</li> <li>o line management responsibilities for staff who support the partnership</li> <li>o a statement of funding sources for joint projects and clear accountability for proper financial administration</li> <li>o a protocol for dispute resolution within the partnership</li> <li>o exit strategy</li> </ul> </li> </ul>	Yes	The Partnership Framework is awaiting approval from Governance and Audit Committee in June 2006 will be available soon after that time.
<b>3. Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour</b>				
<ul style="list-style-type: none"> <li>■ ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance</li> </ul>	<ul style="list-style-type: none"> <li>■ ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect</li> </ul>	<ul style="list-style-type: none"> <li>■ whistleblowing policy</li> </ul>	Yes	Council approved an updated Code in April 2005. The Code is proactively communicated to those contracting with the Council.
		<ul style="list-style-type: none"> <li>■ appraisal process</li> </ul>	Yes	The appraisal system ensures that everyone knows what they are required to do and how this helps us achieve our goals, as well as how performance will be assessed.

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Supporting principles	The Council is required to:	Source documents / good practice / processes in place to support this:	In place Yes / No	Comments / Plans for improvement
		<ul style="list-style-type: none"> <li>■ codes of conduct</li> </ul>	Yes	Members Code of Conduct (page 235) Officers Code of Conduct (page 242)
	<ul style="list-style-type: none"> <li>■ ensure that standards of conduct and personal behaviour expected of members and staff, or work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols</li> </ul>	<ul style="list-style-type: none"> <li>■ members' / officers' code of conduct</li> </ul>	Yes	Members Code of Conduct (page 235) Officers Code of Conduct (page 242)
		<ul style="list-style-type: none"> <li>■ performance management system</li> </ul>	Yes	The process is currently manual, please see the monthly and quarterly performance packs but as this is a pivotal part of everyday life it has been agreed to upgrade to an IT system which is to be installed in June 2008.
		<ul style="list-style-type: none"> <li>■ appraisal process</li> </ul>	Yes	The appraisal system ensures that everyone knows what they are required to do and how this helps us achieve our goals, as well as how performance will be assessed.
		<ul style="list-style-type: none"> <li>■ complaints procedure</li> </ul>	Yes	Thanet District Council wants to provide the best service it can to the Community and a complaints / comments / compliments procedure in place.
		<ul style="list-style-type: none"> <li>■ anti-fraud and -corruption policy</li> </ul>	Yes	An anti-fraud and corruption policy is in place and has been communicated to the Authority
		<ul style="list-style-type: none"> <li>■ member / officer protocol</li> </ul>	Yes	Protocol on Member / Officer relations (page 249)
	<ul style="list-style-type: none"> <li>■ 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</li> </ul>	<ul style="list-style-type: none"> <li>■ standing orders</li> </ul>	Yes	Prescribed and other Standing Orders within the Constitution (page 226)
		<ul style="list-style-type: none"> <li>■ codes of conduct</li> </ul>	Yes	Members Code of Conduct (page 235) Officers Code of Conduct (page 242)
		<ul style="list-style-type: none"> <li>■ financial regulations</li> </ul>	Yes	Related Party Transaction returns can be viewed within the Financial Statement.
		<ul style="list-style-type: none"> <li>■ gifts and hospitality register</li> </ul>	Yes	A Gifts and Hospitality Register is in place with Democratic Services for Members and officers. This is available to be viewed within Democratic Services.
		<ul style="list-style-type: none"> <li>■ declaration of interest protocols</li> </ul>	Yes	There are protocols in place for both Members and Officers. The Members protocols can be viewed in hard copy through Democratic Services. The Officers protocol can be viewed on TOM.

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<p>■ ensuring that organisational values are put into practice and are effective</p>	<p>■ develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations, and communicate these with members, staff, the community and partners</p>	<p>■ codes of conduct</p>	Yes	Members Code of Conduct (page 235) Officers Code of Conduct (page 242)
		<p>■ investors in people status</p>	Yes	Status granted in March 2005. A review has been taking place between April and July 2008. IIP certificate available on view on request.
		<p>■ appraisal process</p>	Yes	The appraisal system ensures that everyone knows what they are required to do and how this helps us achieve our goals, as well as how performance will be assessed.
	<p>■ 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</p>	<p>■ codes of conduct</p>	Yes	Members Code of Conduct (page 235) Officers Code of Conduct (page 242)
		<p>■ use of resources audits</p>	Yes	Use of Resources Audits are available to view on request, due to some sensitive data they contain.
		<p>■ professional body guidance documents</p>	Yes	Where documents are required to be in line with guidance documents this is undertaken. There are various professional bodies across the authority and these can be viewed upon request.
	<p>■ develop and maintain an effective standards committee</p>	<p>■ terms of reference</p>	Yes	See page 31 of the Constitution
		<p>■ regular reporting to the council</p>	Yes	Thanet District Council holds meetings on a regular basis which are minuted as a true record of proceeds.
	<p>■ use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority</p>	<p>■ internal audit check of compliance and</p>	Yes	The East Kent Audit Partnership report on a regular basis to the Governance and Audit Committee. This includes quarterly reports and an annual report.
		<p>■ approved procedures and policies</p>	Yes	There are numerous approved procedures and policies in place throughout the Council, which will be available to view on request
<p>■ 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'</p>	<p>■ partnership framework</p>	Yes	The Partnership Framework is awaiting approval from Governance and Audit Committee in June 2006 will be available soon after that time.	

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	behaviour both individually and collectively	<ul style="list-style-type: none"> <li>■ individual partnerships / contractors sh</li> </ul>	Yes	Please see the section on Our Key Partnerships within the Annual report to Residents for 2007	
<b>4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk</b>					
<p>■ being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny</p>	<p>■ develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority's performance overall and that of any organisation for which it is responsible</p> <p>■ develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based</p>	<ul style="list-style-type: none"> <li>■ scrutiny panel reports, minutes and wo</li> </ul>	Yes	Thanet Council's Committee Services Unit is responsible for maintaining the minutes of Council and other Committee meetings as a true record of past decisions.	
		<ul style="list-style-type: none"> <li>■ decision-making protocols</li> </ul>	Yes	Decision making within the Constitution (page 40)	
	<p>■ 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</p>	<ul style="list-style-type: none"> <li>■ members' code of conduct</li> <li>■ officers' code of conduct</li> <li>■ declaration of interest protocols</li> </ul>	Yes	Members Code of Conduct (page 235)	
			Yes	Officers Code of Conduct (page 242)	
			Yes	There are protocols in place for both Members and Officers. The Members protocols can be viewed in hard copy through Democratic Services. The Officers protocol can be viewed on TOM.	
	<p>■ develop and maintain an effective audit committee which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee</p>		<ul style="list-style-type: none"> <li>■ terms of reference</li> </ul>	Yes	The Terms of Reference for the Group were revised in line with CIPFA guidance in May 2008
			<ul style="list-style-type: none"> <li>■ membership</li> </ul>	Yes	The Governance and Audit Committee was formed in 2004, and re-constituted in May 2007.
			<ul style="list-style-type: none"> <li>■ training for committee members</li> </ul>	Yes	Training takes place on a regular basis, before each Governance and Audit Committee starts.
			<ul style="list-style-type: none"> <li>■ agenda, reports and minutes</li> </ul>	Yes	Thanet Council's Committee Services Unit is responsible for maintaining the minutes of Council and other Committee meetings as a true record of past decisions.
	<ul style="list-style-type: none"> <li>■ ensure that effective, transparent and accessible arrangements are in place for dealing with complaints</li> </ul>	<ul style="list-style-type: none"> <li>■ complaints procedure</li> </ul>	Yes	Thanet District Council wants to provide the best service it can to the Community and a complaints / comments / compliments procedure in place.	

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<p>■ having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants / needs</p>	<p>■ ensure that those making decisions whether for the authority or the partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications</p>	<p>■ induction scheme</p>	Yes	Quarterly inductions are run for all new starters, and this process is being reviewed in 2008.
		<p>■ appropriate training</p>	Yes	The development needs of senior officers in relation to their strategic roles, have been identified and the Learning & Development Strategy 2007-2011 outlines activities to be implemented
		<p>■ regular reporting cycles</p>	Yes	Thanet District Council holds meetings on a regular basis which are minuted as a true record of proceeds.
		<p>■ access to officers via member / officer</p>	Yes	Protocol on Member / Officer relations (page 249)
		<p>■ partnership framework</p>	Yes	The Partnership Framework is awaiting approval from Governance and Audit Committee in June 2006 will be available soon after that time.
	<p>■ ensure that proper professional advice on matters that have legal and financial implications is available and recorded well in advance of decision making and used appropriately</p>	<p>■ record of decision making and support</p>	Yes	Thanet Council's Committee Services Unit is responsible for maintaining the minutes of Council and other Committee meetings as a true record of past decisions.
		<p>■ use of 'legal' and 'financial' implications</p>	Yes	The Council has a report template in place, and also guidance notes to help with the report writing process
<p>■ ensuring that an effective risk management system is in place</p>	<p>■ ensure that risk management is embedded into the culture of the authority, with members and managers at all levels recognising that risk management is part of their jobs</p>	<p>■ risk management strategy</p>	Yes	The Council first approved it's Risk Management Strategy in 2004 and since 2006 has been reviewed annually.
		<p>■ risk management process</p>	Yes	The Risk Management process was initially part of the RM Strategy, but from September 2007 it has been separated into it's own document
		<p>■ up to date risk register</p>	Yes	The Council has been using the JCAD Risk system since November 2004, and this is available to view on request.
		<p>■ governance group</p>	Yes	The Governance Group subsumed the Corporate Risk Management Group in November 2007

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	<ul style="list-style-type: none"> <li>■ ensure that effective arrangements for whistle-blowing are in place to which officers, staff and all those contracting with or appointed by the authority have access</li> </ul>	<ul style="list-style-type: none"> <li>■ whistleblowing policy</li> </ul>	Yes	Council approved an updated Code in April 2005. The Code is proactively communicated to those contracting with the Council.
<ul style="list-style-type: none"> <li>■ using their legal powers to the full benefit of the citizens and communities in their area</li> </ul>	<ul style="list-style-type: none"> <li>■ actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise their powers to the full benefit of their communities</li> </ul>	<ul style="list-style-type: none"> <li>■ constitution</li> </ul>	Yes	The Constitution is regularly reviewed and updated, with the next planned update due in 2008/09.
		<ul style="list-style-type: none"> <li>■ monitoring officer provision</li> </ul>	Yes	Officers Functions within the Constitution (page 37)
		<ul style="list-style-type: none"> <li>■ section 151 provision</li> </ul>	Yes	Officers Functions within the Constitution (page 37)
		<ul style="list-style-type: none"> <li>■ standing orders</li> </ul>	Yes	Prescribed and other Standing Orders within the Constitution (page 226)
	<ul style="list-style-type: none"> <li>■ recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on authorities by public law</li> </ul>	<ul style="list-style-type: none"> <li>■ monitoring officer provision</li> </ul>	Yes	Officers Functions within the Constitution (page 37)
	<ul style="list-style-type: none"> <li>■ 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 administrative law - rationality, legality and</li> </ul>	<ul style="list-style-type: none"> <li>■ monitoring officer provision</li> <li>■ job descriptions / specifications</li> </ul>	Yes Yes	Officers Functions within the Constitution (page 37) Please see the job descriptions for the Chief Executive, Strategic Director and Head of Financial Services
<b>5. Developing the capacity and capability of members and officers to be effective</b>				
<ul style="list-style-type: none"> <li>■ making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles</li> </ul>	<ul style="list-style-type: none"> <li>■ provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>■ training and development plan for officers</li> </ul>	Yes	See the draft Learning and Development Plan 2007-1
		<ul style="list-style-type: none"> <li>■ induction programmes</li> </ul>	Yes	Quarterly inductions are run for all new starters, and this process is being reviewed in 2008.
		<ul style="list-style-type: none"> <li>■ update courses / information</li> </ul>	Yes	See the draft Learning and Development Plan 2007-1
	<ul style="list-style-type: none"> <li>■ 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 authority</li> </ul>	<ul style="list-style-type: none"> <li>■ job descriptions / personal specification</li> <li>■ training needs analysis as part of appraisal</li> </ul>	Yes Yes	Please see the job descriptions for the Chief Executive, Strategic Director and Head of Financial Services See the draft Learning and Development Plan 2007-1
<ul style="list-style-type: none"> <li>■ developing the capability of people with governance responsibilities and evaluating their</li> </ul>	<ul style="list-style-type: none"> <li>■ assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively</li> </ul>	<ul style="list-style-type: none"> <li>■ training development plan</li> </ul>	Yes	See the draft Learning and Development Plan 2007-1
		<ul style="list-style-type: none"> <li>■ training needs analysis as part of appraisal</li> </ul>	Yes	See section 3 of the appraisal process for the Personal Development Plan

## Annual Governance Statement 2007/08 Supporting Document

Supporting principles	The Council is required to:	Source documents / good practice / processes in place to support this:	In place Yes / No	Comments / Plans for improvement
performance, as individuals and as a group	<ul style="list-style-type: none"> <li>■ 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</li> </ul>	<ul style="list-style-type: none"> <li>■ training and development plan reflect re</li> <li>o the ability to scrutinise and challenge</li> <li>o the ability to recognise when outside ad</li> <li>o advice on how to act as an ambassado</li> <li>o leadership and influencing skills</li> <li>o ad hoc training in advance of specific te</li> </ul>	Yes	Member Development sessions are programmed on a quarterly basis to ensure issues such as equalities, child protection and other governance processes are communicated as necessary to Members. A wide range of other Member development
	<ul style="list-style-type: none"> <li>■ ensure that effective arrangements are in place for reviewing the performance of the executive as a whole and of individual members and agreeing an action plan which might, for example, aim to address any training or development needs</li> </ul>	<ul style="list-style-type: none"> <li>■ performance management system</li> </ul>	Yes	The process is currently manual, please see the monthly and quarterly performance packs but as this is a pivotal part of everyday life it has been agreed to upgrade to an IT system which is to be installed in June 2008.
<ul style="list-style-type: none"> <li>■ encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing and renewal</li> </ul>	<ul style="list-style-type: none"> <li>■ ensure that effective arrangements are in place designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority</li> </ul>	<ul style="list-style-type: none"> <li>■ partnership framework</li> </ul>	Yes	The Partnership Framework is awaiting approval from Governance and Audit Committee in June 2006 will be available soon after that time.
		<ul style="list-style-type: none"> <li>■ stakeholders' forums' terms of referenc</li> </ul>	Yes	Work is underway on an Equalities Forum with third sector stakeholders.
		<ul style="list-style-type: none"> <li>■ area forums' roles and responsibilities</li> </ul>	Yes	The Thanet Compact was developed jointly by Thanet District Council and its statutory and voluntary and community sector partners to improve the way the two sectors work together. The codes of practice, developed through consultation, contain undertakings by both sectors on how they will work together more effectively.
		<ul style="list-style-type: none"> <li>■ residents' panel structure</li> </ul>	Yes	Community Matters is a consultative panel of around 1000 residents, which aims to give local people a chance to have their say about life in the District and about local public services. Thanet District Council set up and runs the panel.

## Annual Governance Statement 2007/08 Supporting Document

Supporting principles	The Council is required to:	Source documents / good practice / processes in place to support this:	In place Yes / No	Comments / Plans for improvement
	<ul style="list-style-type: none"> <li>■ ensure that career structures are in place for members and officers to encourage participation and development</li> </ul>	<ul style="list-style-type: none"> <li>■ succession planning</li> </ul>	Yes	Throughout 2007 the Council has been running the Thanet Manager programme. This programme is a major management training initiative that brings together the best of local government practice and policy with leading edge management teaching. It is also common practice within the Council to have officers 'act up' into vacant managerial posts to provide 'on the job' training.
<b>6. Engaging with local people and other stakeholders to ensure robust local public accountability</b>				
<ul style="list-style-type: none"> <li>■ exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develop constructive accountability relationships</li> </ul>	<ul style="list-style-type: none"> <li>■ make clear to themselves, all staff and the community to whom they are accountable and for what</li> </ul>	<ul style="list-style-type: none"> <li>■ community strategy</li> </ul>	Yes	The Community Strategy was developed by the Local Strategic Partnership (LSP), and adopted in January 2004. Thanet is now represented on the East Kent LSP and does not have a District LSP
		<ul style="list-style-type: none"> <li>■ annual report</li> </ul>	Yes	As a Council we are committed to providing a high quality service to residents of Thanet, and will report this through an annual report.
	<ul style="list-style-type: none"> <li>■ consider those institutional stakeholders to whom they are accountable and assess the effectiveness of the relationship and any changes required</li> </ul>	<ul style="list-style-type: none"> <li>■ residents panels</li> </ul>	Yes	Community Matters is a consultative panel of around 1000 residents, which aims to give local people a chance to have their say about life in the District and about local public services. Thanet District Council set up and runs the panel.
	<ul style="list-style-type: none"> <li>■ produce an annual report on the activity of the scrutiny function</li> </ul>	<ul style="list-style-type: none"> <li>■ annual report</li> </ul>	Yes	As a Council we are committed to providing a high quality service to residents of Thanet, and will report this through an annual report.
<ul style="list-style-type: none"> <li>■ 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</li> </ul>	<ul style="list-style-type: none"> <li>■ ensure clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements to ensure that they operate effectively</li> </ul>	<ul style="list-style-type: none"> <li>■ community strategy</li> </ul>	Yes	The Community Strategy was developed by the Local Strategic Partnership (LSP), and adopted in January 2004. Thanet is now represented on the East Kent LSP and does not have a District LSP
		<ul style="list-style-type: none"> <li>■ processes for dealing with competing d</li> </ul>	Yes	The Council undertook a consultation on the Summary of Accounts and also on the spending priorities for Thanet District Council.

## Annual Governance Statement 2007/08 Supporting Document

Supporting principles	The Council is required to:	Source documents / good practice / processes in place to support this:	In place Yes / No	Comments / Plans for improvement
by commissioning	<ul style="list-style-type: none"> <li>hold meetings in public unless there are good reasons for confidentiality</li> </ul>	<ul style="list-style-type: none"> <li>communication strategy</li> </ul>	Yes	The Council has an internal and external communications strategy in place.
	<ul style="list-style-type: none"> <li>ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands</li> </ul>	<ul style="list-style-type: none"> <li>residents panels</li> </ul>	Yes	Community Matters is a consultative panel of around 1000 residents, which aims to give local people a chance to have their say about life in the District and about local public services. Thanet District Council set up and runs the panel.
	<ul style="list-style-type: none"> <li>establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about including a feedback mechanism for those consultees to demonstrate what has changed as a result</li> </ul>	<ul style="list-style-type: none"> <li>partnership framework</li> </ul>	Yes	The Partnership Framework is awaiting approval from Governance and Audit Committee in June 2006 will be available soon after that time.
		<ul style="list-style-type: none"> <li>communication strategy</li> </ul>	Yes	The Council has an internal and external communications strategy in place.
	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>annual report</li> </ul>	Yes	As a Council we are committed to providing a high quality service to residents of Thanet, and will report this through an annual report.
		<ul style="list-style-type: none"> <li>BVPI plan</li> </ul>	Yes	At the end of every year the Council produces an annual performance report. Up to 2006 this report was called the Best Value Performance Plan (BVPP) but it is now called the Annual Report. It details our performance and achievements over the past year and sets out our goals for the coming year.
		<ul style="list-style-type: none"> <li>annual financial statements</li> </ul>	Yes	The Statement of Accounts are approved by the Governance and Audit Committee. This meets the statutory requirement under the Accounts and Audit Regulations.
<ul style="list-style-type: none"> <li>annual financial strategy</li> </ul>	Yes	The Council's Financial Strategy balances the Council's commitment to a regime of financial rigour, prudence and discipline with the need to facilitate innovation and strong financial management.		

## Annual Governance Statement 2007/08 Supporting Document

Supporting principles	The Council is required to:	Source documents / good practice / processes in place to support this:	In place Yes / No	Comments / Plans for improvement
		<ul style="list-style-type: none"> <li>■ corporate plan</li> </ul>	Yes	The current Corporate Plan was agreed by Cabinet (14 June 2007) and Council (25 June 2007). A refresh of the Corporate Plan was agreed by Cabinet on the 12 February 2008.
		<ul style="list-style-type: none"> <li>■ public consultation</li> </ul>	Yes	Thanet Council works hard to listen to the views of local residents, business people, and the variety of partners with whom we work to provide local services.
		<ul style="list-style-type: none"> <li>■ performance packs</li> </ul>	Yes	The monthly performance packs for March 2008 have been provided, and a monthly pack was produced for each service from April 2007 to February 2008.
	<ul style="list-style-type: none"> <li>■ 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</li> </ul>	<ul style="list-style-type: none"> <li>■ constitution</li> </ul>	Yes	The Constitution is regularly reviewed and updated, with the next planned update due in 2008/09.
		<ul style="list-style-type: none"> <li>■ local code of corporate governance</li> </ul>	Yes	The Local Code of Corporate Governance was agreed in February 2008, is supported by this document and reviewed on an annual basis.
		<ul style="list-style-type: none"> <li>■ internet protocol</li> </ul>	Yes	The Council encourages the use of electronic communication via the Internet and email wherever possible. In accordance with its Code of Practice, it will look to enable its transactions to be undertaken electronically.
		<ul style="list-style-type: none"> <li>■ communication strategy</li> </ul>	Yes	The Council has an internal and external communications strategy in place.
<ul style="list-style-type: none"> <li>■ making best use of human resources by taking an active and planned approach to meet responsibility to staff</li> </ul>	<ul style="list-style-type: none"> <li>■ develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making</li> </ul>	<ul style="list-style-type: none"> <li>■ constitution</li> </ul>	Yes	The Constitution is regularly reviewed and updated, with the next planned update due in 2008/09.
		<ul style="list-style-type: none"> <li>■ communication strategy</li> </ul>	Yes	The Council has an internal and external communications strategy in place.