National Park Authority Meeting
22 May 2009
Corporate Resources

Item 9.2
App 1
Page 1

CODE OF CORPORATE GOVERNANCE   APPENDIX 1

What do we mean by Governance?

Governance is about how local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems and processes, and cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities[1]

Governance is more than making sure that things do not go wrong or fixing them if they do. Good governance adds value; it ensures effectiveness in ever changing circumstances[2]

Why do we need a Code of Corporate Governance?

The principal objective of a code is to increase credibility, accountability and public confidence in local authorities and all public bodies are encouraged to adopt a local code. A code helps us:

- To develop a frame work for Corporate Governance for the National Park Authority based on good practice and external guidance

- To demonstrate compliance with the principles of good governance

- To continuously improve our effectiveness through an annual review of performance against the framework with an action plan to address weaknesses

- To feed the results of the above into our annual governance statement

Delivering Good Governance

The following schedule which forms the basis of our code has been developed following the structure recommended in the CIPFA/SOLACE[3] Delivering Good Governance in Local Government Framework. This framework builds on the set of core principles recommended by the Independent Commission on Good Governance in Public Services in 2004 for underpinning the governance arrangements of all public sector organisations of:

- A clear definition of the body's purpose and desired outcomes
- Well-defined functions and responsibilities
- An appropriate corporate culture
- Transparent decision making
- A strong governance team
- Real accountability to stakeholders

The Framework has six core principles, a number of supporting principles and suggestions for source documents/good practice that may be used to demonstrate compliance. The schedule following includes at column two details of the guidance given on what an authority 'is required' to have in place as recommended by the framework. This column will be removed once we have agreed the Code.

---

[1] Quote from CIPFA/SOLACE 'Delivering good governance in Local Government Framework'

[2] Quote from Audit Commission's public sector management paper 'Corporate Governance-Improvement and Trust in Local Public Services'

[3] CIPFA (The Chartered Institute of Public Finance and Accountancy)/SOLACE (Society of Local Authority Chief Executives and Senior Managers)

National Park Authority Meeting
22 May 2009
Corporate Resources

Item 9.2
App 1
Page 2

Commitment and Review

The Peak District National Park Authority is committed to action to deliver good governance and column three of the schedule represents what we do now (April 2009). Each year we will review our performance against this commitment, highlight what we have done and any further improvements needed for the forthcoming year. The outcome of the review will be reflected in our Annual Governance Statement published each year with the Statement of Accounts.

Responsibilities

Our annual review will be initiated by the Director of Corporate Resources and will include a discussion with the Management Team, the Chief Finance Officer, the Chair and Vice Chair of Audit and Performance Committee and a member from the Standards Committee. Other staff will also be invited to contribute including the Head of Law and Democratic Services Manager.

Delegation is given to the Director of Corporate Resources to make necessary changes/amendments to the Code as a result of the annual review to ensure it stays relevant and up to date. Any significant changes to the Code will be reported to the Authority as part of the report on the Annual Governance Statement.

The Annual Governance Statement is approved by the Authority and signed by the Chair and the Chief Executive on behalf of the Authority.

Signed:

Narendra Bajaria   **Jim Dixon**

Chair of the Authority   **Chief Executive**

(1) Core Principle Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the area			
Supporting principle	**Requirement for the authority to:** *This column will go when we have agreed our code statement*	**We will :**	**What evidence is in place**
1a) Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcome for citizens and service users	a) develop and promote the authority's purpose and vision b) review on a regular basis the authority's vision for the local area and its implications for the authority's governance arrangements c) ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners d) publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance	1. Clearly communicate the vision and outcomes for the National Park through the National Park Management Plan and its supporting National Park strategies and Local Development Framework 2. Work with partners to deliver the outcomes being clear about what the National Park Authority (NPA) is delivering and what our partners are contributing and we will produce an annual monitoring report 3. Produce a three year NPA strategic and financial plan showing our priorities and resources 4. Produce an annual performance and business plan 5. Report annually on the NPA contribution to Local Area Agreement targets	National Park Management Plan, National Park Strategies and Action Plans and Annual Monitoring Report Structure Plan and Local Plan in place and Local Development Framework in development Grant Memorandum agreed with Defra (Department for Environment, Food and Rural Affairs) and the Defra 'Deal' agreement (high level understanding of the sponsorship relationship) Medium term (3 years) strategic and financial planning strategy Annual Performance and Business Plan Annual Statement of Accounts Outcome and Corporate Action prioritisation process
1b) Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning	a) 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 b) put in place effective arrangements to identify and deal with failure in service delivery	6. Be clear about our measures of success and standards of service delivery both for the National Park and for the Authority 7. Gather performance data against a range of indicators 8. Evaluate our performance annually both for the National Park and the Authority and put measures in place to address poor performance within our priorities	Customer Service Standards Performance data at all levels: National Park Management Plan, Local Development Framework, Business Plan, Service Plan Performance Management framework including monitoring and reporting on performance quarterly and year end

		9. Seek feedback from service users as part of evaluating performance and obtaining views on improvements to meet needs	Partnership Policy and Protocol and review Complaints Procedure and annual report Customer satisfaction surveys Service improvement plans
1c) Ensuring that the Authority makes best use of resources and that tax payers and service users receive excellent value for money	a) decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions	10. Show value for money in achieving our outputs and outcomes following a programme of service/activity reviews. This will include benchmarking and looking for opportunities for business process improvement, smarter procurement, implementation of our asset management plan and collaboration 11. Continue to work with others understanding the relationship between what we do and what others do to avoid duplication of effort and to seek opportunities to work more effectively together 12. Reduce the carbon footprint of our own operations	Performance Improvement Plan and National Park Authorities Performance Assessment and other forms of external challenge e.g. Planning Advisory Service and Strategic reviews Annual service and budgeting planning process Asset Management Plan and proposed capital programme Disposal guidance Resource Management Team business case process Procurement Strategy and proposed Procurement Manual, effective procurement processes along with examples of smarter procurement and collaboration Project management process Environmental Management Policy and action Partnership Policy, Protocol and proposed review

(2) Core Principle
Members and officers working together to achieve a common purpose with clearly defined functions and roles

Supporting principle	Requirement for the authority to: *This column will go when we have agreed our code statement*	We will:	What evidence is in place
2a) 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	a) 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 b) set out a clear statement of the respective roles and responsibilities of other authority members, members generally and of senior officers	1. Ensure our committee structure and decision making processes are efficient and effective with the different roles of Members and staff being clear and understood 2. Have in place appropriate systems and guidance to support such structures and ensure effective communication between members and staff in their respective roles 3. Have structures in place which enable members to utilise their skills and experience including through scrutiny to help achieve outcomes	Standing Orders, supplementary advice and record of decisions Member and staff job descriptions Committee terms of reference Member Representative roles, outside bodies appointments and engagement Strategic Advisory Group Programme of Chairs and Deputy/Vice Chairs briefings with staff Member Scrutiny process
2b) Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of members and officers are carried out to a high standard	a) determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required b) make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management c) develop protocols to ensure that the leader and chief executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained	4. Agree the extent of delegation from members to staff and periodically review the effectiveness of this. 5. Appoint to the three statutory roles of: - Head of Paid Service - Chief Finance Officer - Monitoring Officer (supported by Deputy Monitoring Officer role) and develop appointees to fulfil their roles	Officer Scheme of Delegation Three statutory roles of: Head of Paid Service Chief Finance Officer Monitoring Officer (supported by Deputy Monitoring Officer role) Member and Officers Relations and Monitoring Officer Protocols Member survey

	d) make a senior officer (the S151 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control e) 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	6. Put in place appropriate protocols and policies to support these roles including a Chair's job description with responsibility for appraisal of the Chief Executive 7. Conduct a survey of Members every two years and respond to feedback	
2c) Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of the other	a) develop protocols to ensure effective communication between members and officers in their respective roles b) 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) c) ensure that effective mechanisms exist to monitor service delivery d) 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 e) 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 f) when working in partnership: i) Ensure that there is clarity about the legal status of the partnership ii) 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	8. Implement a Performance Management system with identified measures of success and targets and cascade into Joint Performance and Achievement Reviews with quarterly monitoring of progress and annual reporting of performance 9. Ensure our strategies, which support achievement of the National Park Management Plan, and feed through to our NPA business plan, are based on evidence and feedback from local, regional and national communities and stakeholders 10. Be clear about our accountability and role in partnerships through implementation of our Partnership Policy and Protocol and having Partnership Agreements and Service Level Agreements in place where appropriate	Human Resources Policies and Procedures Performance Management system with identified measures of success and targets and cascade into Joint Performance and Achievement Reviews National Park Management Plan, strategies, Local Development Framework and Performance and Business Plan Guidance to Members on outside bodies Partnership Policy and protocol Examples of Partnership Agreements e.g. Moors for the Future and Service Level Agreements e.g. with Derbyshire County Council for payroll services

(3) Core principle: Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour			
Supporting principle	**Requirement for the authority to:** *This column will go when we have agreed our code statement*	**We will:**	**What evidence is in place**
3a) Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance	a) ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect b) 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 c) 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	1. Ensure that standards of conduct and personal behaviour expected of members and staff is defined, communicated and monitored through codes of conduct and protocols and advice 2. Put in place arrangements to ensure that Members and staff are not influenced by prejudice, bias or conflicts of interests in carrying out their roles for the Authority	Codes of Conduct for Members and Staff Supplementary advice on behaviour of Members and staff in Committee Anti Fraud and Corruption Policy Confidential Reporting Policy E-Policy and Guide for users of information and communications technology Officer travel and subsistence scheme, members allowance scheme Register of Members and staff interests and guidance Declaration of gifts and hospitality and guidance Development Control and Planning Policy Protocol Following appropriate CIPFA (Chartered Institute of Public Finance and Accountancy) Codes of Practice
3b) Ensuring that organisational values are put into practice and are effective	a) 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	3. Embed our values for the Place, the People and the Way We Work in all that we do and link these better with our competency framework and Joint Performance and Achievement Reviews	Competency framework Values Standards Committee terms of reference

	b) 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 c) develop and maintain an effective standards committee d) 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 e) 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	4. Develop and maintain an effective Standards Committee including supporting its new role in handling complaints against Members 5. Develop leadership and management competencies and provide appropriate support to ensure the development and evidence of these in all managers	New procedures for Standards Committee to consider complaints against members

(4) Core principle: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

Supporting principle	Requirement for the authority to: *This column will go when we have agreed our code statement*	We will:	What evidence is in place
4a) Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny	a) 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 b) develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based c) put in place arrangements to safeguard	1. Ensure our committee and decision making processes are open, transparent and free from bias and conflicts of interest 2. Document evidence for decisions recording criteria, rationale and data relied upon using processes proportionate to the impact and risk of the decisions being made 3. Implement our Scrutiny process and monitor its success as an effective challenge and performance improvement tool	Freedom of Information Policy and procedures Audit and Performance Committee terms of reference and work programme Scrutiny teams, reports and action plans Committee procedures and publication of reports Resource Management Team business cases and minutes

	members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice d) develop and maintain an effective audit committee (or equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee e) ensure that effective, transparent and accessible arrangements are in place for dealing with complaints	4. Ensure our Complaints procedures and reporting arrangements are accessible and transparent and will monitor our response to complaints received to ensure the Authority learns from that feedback 5. Fulfil our obligations under the Freedom of Information legislation in accordance with our commitment to a culture of openness	Register of Interests for staff and members Guidance on declaration of interests Service protocols on recording decisions/file notes e.g. site visit file notes, HR forms and decisions, tender book Complaints Procedure and annual report to Audit and Performance Committee Planning and other reports for delegated decisions
4b) Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs	a) 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 b) ensure that proper professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately	6. Present the relevant data/evidence and ensure expert advice is available and given for decision makers to make sound decisions	Data collection and reporting on performance Data quality audit Expertise (including legal and financial advice) available in key technical areas Standing Orders which require appropriate consultations from technical officers
4c) Ensuring that an effective risk management system is in place	a) 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 b) 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	7. Put arrangements in place to implement our risk management strategy at all levels in the Authority (staff and members) so that informed decisions can be made on what level of risk to accept and what mitigating action needs to be in place to reduce or remove risk 8. Ensure our confidential reporting policy is clearly accessible on our website, intranet and to all employees as part of the material given to staff during their induction	Risk Management Policy and Strategy Corporate Risk register and monitoring Service Plan - risk register and monitoring Financial Regulations Internal financial procedures Confidential reporting policy External Funding Protocol and internal controls review

			Information Technology Disaster Recovery Plan Business continuity plan Budget and Losehill Hall monitoring groups Health & Safety Policy, support and annual report to Management Team & Local Joint Committee Crisis Management Procedures Insurance Policies Buildings security systems
4d) Using their legal powers to the full benefit of the citizens and communities in their area	a) 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 b) recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on authorities by public law c) 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	9. Achieve our priorities and outcomes through full use of our powers identifying any risks of legal challenge as appropriate. 10. Ensure operational managers take legal advice on case work and policy/procedure development as appropriate 11. Immediately respond to any external or internal advice or comment received on the legality of our Policies, processes and procedures including from the Chief Finance Officer and Monitoring Officer.	External scrutiny by Audit Commission, internal audit, Local Government Ombudsman, Standards Board, Department for Environment, Food and Rural Affairs, HM Revenue and Customs, Department for Work and Pensions, Department for Communities and Local Government Chief Finance Officer responsibilities under S114 Finance Act 1988 and Monitoring Officer responsibilities under Section 5 of the Local Government and Housing Act 1989

(5) Core principle: Developing the capacity and capability of members and officers to be effective

Supporting principle	Requirement for the authority to: *This column will go when we have agreed our code statement*	We will:	What evidence is in place
5a) Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles	a) provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis b) 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	1. Identify learning and development needs for staff at an individual, Service and corporate levels providing ways of meeting these through a variety of means as described in our Learning and Development Policy including an annual corporate programme and management development. 2. Identify learning and development needs of Members through the introduction of member personal development plans and meet these needs through an annual programme and through development tailored to the needs of individuals.	Member annual development and induction programmes split into events which progress the Authority's business and learning and development events Staff annual learning and development and induction programmes Individual Staff Learning and Development Plans Individual Member Development Plans Learning and Development Policy for staff Lunchtime walks and talks programme
5b) Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group	a) assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively b) 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 c) ensure that effective arrangements are in place for reviewing the performance of the	3. Use our skills and experience matrix for different member roles and the member development plan process to help Members develop appropriate skills to carry out their work. 4. Use our Joint Performance and Achievement Review process to appraise the performance of individual staff 5. Implement the appraisal process for Secretary of State Members 6. Implement our Performance Improvement Plan and participate in the NPA Performance Assessment process to identify areas for further improvement	Appraisal processes with 360 degree feedback Management competencies Appraisal process for Secretary of State Members October 2007 'Review of Member Training and Development' Proposed attainment of East Midlands Member Development Charter

	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	7. Implement our scrutiny process involving external challenge to identify areas for further improvement. 8. Complement our core staff with expert advice when needed e.g. legal, minerals, procurement are recent examples	
5c) 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	a) 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 b) ensure that career structures are in place for members and officers to encourage participation and development	9. Widely circulate opportunities to join the Authority as a member using our networks developed through the MOSAIC project and encouraging Parish Councils when a vacancy arises and trying to ensure that a mix of skills is available to the Authority 10. Brief appointing authorities about the role (including time commitment) of the NPA members when appointments are due to be made 11. Use our decision making and governance structures to best use and develop the skills of our Members e.g. through Member representative roles, outside body appointments, chair and vice chair appointments, task teams and scrutiny teams	Member Representative Roles Task Teams Scrutiny Teams Member Development Plans Correspondence with constituent authorities

(6) Core principle: Engaging with local people and other stakeholders to ensure robust public accountability

Supporting principle	Requirement for the authority to: *This column will go when we have agreed our code statement*	We will:	What evidence is in place
6a) Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships	a) make clear to themselves, all staff and the community to whom they are accountable and for what b) consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required c) produce an annual report on the activity of the scrutiny function	1. Work with partners in delivering the National Park Management Plan outcomes monitoring achievements through the Monitoring Group and reporting annually on progress 2. Map and prioritise how we work with constituent authorities, Local Area Agreements, Local Strategic Partnerships, regional and national bodies 3. Monitor and report annually on our contribution to achieving Local Area Agreement targets where we are a named partner 4. Respond to the recent review of scrutiny including ensuring the process is evidence based and engages the public more prior to reporting to Audit and Performance Committee on recommendations for improvement	National Park Working with People and Communities strategy and action plans: In place: Young people, residents. In development: under-represented groups, visitors National Park Management Plan Monitoring Group and annual report Reports to Authority on contribution to Local Area Agreements and Local Strategic Partnerships Member Scrutiny process including review and recommendations
6b) 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	a) ensure clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements and ensure that they operate effectively b) hold meetings in public unless there are good reasons for confidentiality c) ensure that arrangements are in place to enable the authority to engage with all sections	5. Implement the National Park Working with People and Communities strategy and action plans and measure success against agreed indicators 6. Implement a National Park Authority Communications Plan 7. Seek feedback from customers on our services and take action in response	National Park Authority Communications Plan (to be revised) Participation in local area forums and Local Strategic Partnerships National Park Management Plan and Local Development Framework consultation processes (statement of community involvement)

	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 d) 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 e) 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 f) 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	8. Hold all meetings in public unless there are good reasons for confidentiality and implement a Public Participation Scheme for all committees 9. Publish an annual business and performance plan giving information on achievements and the satisfaction of service users 10. Increase accessibility to information and to engaging with the Authority through a variety of ways and access channels including through improvements to our website	Public Participation Scheme User satisfaction surveys e.g. planning, visitor centres, Losehill Hall Website/Publications/Public files Newsletters and media releases Comprehensive Equality Scheme and annual review of action plan
6c) Making best use of human resources by taking an active and planned approach to meet responsibility to staff	a) develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making	11. Encourage the establishment of effective staff and union consultation and negotiation structures to facilitate good dialogue and working together through formal structures as well as informal networks 12. Conduct a staff survey every two years and respond to feedback	Equality Standard level 2 and draft Equality Scheme UNISON and Staff consultation processes Staff survey Succession planning policy

		13. Involve staff in our service planning and decision making processes so that ideas on how to work better can be harnessed 14. Use the Joint Performance and Achievement Review process and Individual development plans to maximise the contribution and development of staff 15. Ensure a suitable set of employment policies are in place to support staff as a our most valued asset and the Authority in achieving its outcomes 16. Foster a culture that embeds our values for the Place, the People and the Way We Work including valuing 'the professionalism, knowledge, passion and contribution of staff'.	Possible attainment of Investors in People accreditation Human Resource policies and procedures including Workforce Plan Values