Appendix A

The following table compares the principles from the CIPFA/SOLACE Framework (2007) with those included in the revised Framework (2016).

Principles from 2016	Principles from 2007
A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law • Behaving with integrity • Demonstrating strong commitment to ethical values • Respecting the rule of law	**Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour** • Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance • Ensuring that organisational values are put in place and are effective
B. Ensuring openness and comprehensive stakeholder engagement • Openness • Engaging comprehensively with institutional stakeholders • Engaging with individual citizens and service users effectively	**Engaging with local people and other stakeholders to ensure robust public accountability** • Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships • 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 • Making the best use of human resources by taking on active and planned approach to meet responsibility to staff

Principles from 2016	Principles from 2007
C. Defining outcomes in terms of sustainable economic, social, and environmental benefits • ☐☐Defining outcomes • Sustainable economic, social and environmental benefits	**Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area** • Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcomes for citizens and service users • Ensuring that users receive a high quality of service whether directly, or in partnership or by commissioning • Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money
D. Determining the interventions necessary to optimise the achievement of the intended outcomes • ☐☐Determining interventions • ☐☐Planning interventions • Optimising achievement of intended outcomes	
E. Developing the entity's capacity, including the capability of its leadership and the individuals within it • ☐☐Developing the entity's capacity • Developing the capability of the entity's leadership and other individuals	**Developing the capacity and capability of members and officers to be effective** • Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles • Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group • 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

Principles from 2016	Principles from 2007
	Members and officers working together to achieve a common purpose with clearly defined functions and roles • 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 • Ensuring that a constructive working relationship exists between authority embers and officers and that the responsibilities of authority members and officers are carried out to a high standard • Ensuring relationships between the authority and the public are clear so that each knows what to expect of the other
F. Managing risks and performance through robust internal control and strong public financial management • ☐☐Managing risk • ☐☐Managing performance • ☐☐Robust internal control • ☐☐Managing data • ☐☐Strong public financial management	**Taking informed decisions which are subject to effective scrutiny and managing risk** • Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny • Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs • Ensuring that an effective risk management system is in place • Using their legal powers to the full benefit of the citizens and communities in their area
G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability • Implementing good practice in transparency • Implementing good practices in reporting • Assurance and effective accountability	