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**EUROPEAN COMMITTEE ON DEMOCRACY AND GOVERNANCE
(CDDG)**

DRAFT UPDATED ELoGE BENCHMARK

Secretariat Memorandum
prepared by the
Directorate General of Democracy and Human Dignity
Democratic Governance Division

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ACRONYMS

CEGG	Centre of Expertise for Good Governance
ELoGE	European Label of Governance Excellence

1 INTRODUCTION

The document aims to present a proposal for revision and upgrading of the Good Democratic Governance Benchmark based on Recommendation CM/Rec(2023)5 of the Committee of Ministers to member States on the principles of good democratic governance, adopted at the 1473rd meeting of the Ministers' Deputies on 6 September 2023.

The proposed revision of the benchmark is inspired by the content of Recommendation CM/Rec(2023)5 and its explanatory memorandum. However, the necessity for this revision and updating is the result of insights garnered from implementation of the European Label of Governance Excellence (ELOGE) Programme in more than 20 member States since it was endorsed in the Strategy for Innovation and Good Governance at Local Level by the Conference of Specialised Ministers responsible for local and regional government in Valencia (Spain) in 2007.

ELOGE has been successfully implemented in numerous member States and regions, including but not limited to Bulgaria, France, Hungary, Ireland, Italy, Greece, Lithuania, Malta, Norway, Poland, Portugal, Romania, Slovak Republic, Spain, and Türkiye.

Informed by empirical evidence and guided by expert deliberations, which are central to the methodological approach of the Centre of Expertise for Good Governance (CEGG), the proposed benchmark revision seeks to respond to feedback from implementing national platforms while ensuring conformity with the new legal standard established in Recommendation CM/Rec(2023)5.

The Benchmark has been developed as an automated spreadsheet which will allow for integration into an e-tool to facilitate responses by local authorities and assessment by national platforms.

2 METHODOLOGICAL NOTE FOR USING THE BENCHMARK: ASSESSING LOCAL AUTHORITY PERFORMANCE IN GOOD DEMOCRATIC GOVERNANCE

The Good Democratic Governance Benchmark is a self-assessment tool based on 72 outputs, designed to help measure the performance of a local authority with respect to principles of good democratic governance. It is a self-assessment exercise that enables local authorities to assess their performance against established principles and criteria, contributing to transparency, accountability, and effective governance.

Principles of Good Democratic Governance

The benchmark is based on the 12 Principles of Good Democratic Governance as described in the appendix to Recommendation CM/Rec(2023)5 to member States on the principles of good democratic governance.

KEY ELEMENTS AND CONSIDERATIONS

The benchmark is further developed in line with the Explanatory Memorandum to Recommendation CM/Rec(2023)5

COMPONENTS OF THE BENCHMARK

The benchmark comprises several key components:

> Outcomes and Outputs

In order to demonstrate compliance with each of the 12 principles, a local authority will have put in place measures or activities (outputs) which deliver outcomes representing specific levels of achievement.

For each principle, three outcomes are provided. Each outcome is linked to two detailed outputs.

> Evidence Sources

To assist local authorities in justifying their assessments, three potential evidence sources are suggested as indicative examples for each output. These sources exemplify the types of evidence that a local authority could use to support its evaluation.

- An output should be understood as a detailed measure or activity that contributes to achieving the respective outcome (i.e., the output indicates the steps that have been taken to deliver the compliance with the principle).
- An outcome should be understood as a specific level of achievement or compliance with a core element of the principle.

> Scoring Framework

Local authorities are required to indicate the self-assessed/perceived level of achievement for each output reflecting varying degrees of compliance and implementation:

- NOT AT ALL - We are aware of the key issues but no planning nor action is taken.
- PARTIALLY - We acknowledge the key issues, but only limited action is planned or taken.
- SUFFICIENTLY - We have well developed plans and activities that contribute to delivering the outputs.
- FULLY - We can show clear evidence of good practice in implementing activities that deliver the suggested outputs and outcomes.

> **Evidence Description**

For each output, the local authority provides a brief description of the evidence they could produce to substantiate their assessment. The evidence should be easily provided to the National Platform upon request.

> **Overall Assessment**

The benchmark uses a 0 to 1 scale for scoring outputs, with the outcome score being an aggregate of relevant outputs. The overall score for each principle is calculated as the average of the outcome scores.

> **Assessing Compliance**

Once all outputs are assessed, the local authority is prompted to express its level of compliance with the principle statement.

> **Weighted Evaluation**

The overall score for the principle is weighted by the statement of compliance with the principle, thus providing a comprehensive evaluation of the democratic governance performance of the local authority.

> **Establishing a Benchmark Task-Force**

Local authorities are encouraged to establish a "Benchmark Task-Force" composed of key stakeholders, including the mayor, councillors, and senior staff members. This task force should collaboratively fill in the benchmark, ensuring a thorough and collective assessment.

GOOD GOVERNANCE BENCHMARK E-TOOL

National platforms are encouraged to use the electronic tool, henceforth referred to as "the e-tool", when adapting and administering the benchmark within their respective jurisdictions.

- The e-tool is an automated spreadsheet, meticulously designed to enable local authorities to ascertain their level of maturity. This is achieved through the selection of an appropriate evaluation level that accurately reflects their operational status.
- The e-tool is proficient in automatically calculating and visualising results:
 - o It generates instant calculations of results.
 - o It produces graphical representations to succinctly visualise computed data, facilitating ease of interpretation and analysis.
- The e-tool allows for immediate assessment and reassessment of each unique output:
 - o Immediate assessment and reassessment functionalities are embedded for each generated output.
- The e-tool provides comprehensive evaluative data through meticulous calculations:
 - o It calculates outcome aggregate scores and principle aggregate scores.
 - o It generates the overall weighted score in real time, allowing local authorities to obtain a holistic understanding of their evaluation results efficiently.

The real-time generation of overall results will equip local authorities with invaluable insights, facilitating informed and time-efficient decision-making processes at the local government level.

Principle 1 - Democratic Participation	There should be effective and inclusive democratic participation, including regular, free, and fair elections to legislatures, assemblies and other public institutions, and meaningful engagement by government and public institutions with those whom they serve.					Average Output Score	
						Statement Score	
						Weighted Score	
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY	Output Indicator Score	Outcome Score
							<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
1.1	People are at the centre of policy and decision-making processes. There is a balanced participation of all genders in political and public decision-making, and the broad participation of all people, including the less privileged and the vulnerable is fostered.						<p>Suggested Evidence</p> <p>Reports of regular stakeholders mapping and assessment.</p> <p>Records of public consultations, including meeting minutes, attendance logs, and feedback received.</p> <p>Records of participatory mechanisms implemented, including questions posed, participants list, project proposals, etc.</p>
	1.1.1 Participatory democratic mechanisms - such as public consultations, citizens' assemblies, townhall meetings, participatory budgeting initiatives, and referenda - organised regularly by the local authority.						
	1.1.2 The local authority collects disaggregated data to measure representation of all genders, the less privileged and the vulnerable in policy and decision-making bodies.						<p>Reports detailing the composition of policy and decision-making bodies, including gender breakdown.</p> <p>Gender diversity statistics over time to track improvements.</p> <p>Minutes of meetings showing discussions or actions taken to address gender representation issues.</p>
1.2	People have the opportunity to access and engage in policy and decision-making processes directly or through legitimate intermediate bodies that represent their interests, ensuring decisions reflect the will of the majority while respecting the rights and legitimate interests of the minority.						
	1.2.1 The local authority engages with legitimate intermediate bodies composed of representatives from diverse backgrounds and demographics within the community in decision-making processes.						<p>Agreements or memoranda of understanding with intermediate bodies specifying their roles and responsibilities in decision-making.</p> <p>Documentation of meetings and interactions between the local authority and intermediate bodies.</p> <p>Reports or testimonials from representatives of diverse backgrounds within the community about their involvement in decision-making processes.</p>
	1.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions.						<p>Records of outreach efforts, such as community surveys, focus groups, or consultations with marginalised or underrepresented groups.</p> <p>Documentation of initiatives aimed at promoting inclusivity in participation, such as language accessibility measures or arrangements for people with disabilities.</p> <p>Reports summarising the input received from various community groups and how it influenced decision-making.</p>
1.3	Elections are conducted freely and fairly, without any fraud, in accordance with national laws, European standards and electoral heritage, as summarised for instance in the Code of good practice in electoral matters of the European Commission for Democracy through Law (the Venice Commission).						
	1.3.1 Voter education and awareness-raising programmes implemented by the local authority to educate the public about the electoral process, the importance of voting, and how to participate effectively in elections.						<p>Educational materials and resources developed, such as brochures, pamphlets, and online content.</p> <p>Records of voter education programmes conducted, including dates, locations, and participant feedback.</p> <p>Data on voter registration rates and voter turnout in local elections before and after implementing voter education initiatives.</p>
	1.3.2 Actions to strengthen election monitoring, ensure integrity and transparency in campaign processes, and maintain the accuracy and security of voter registration systems implemented by the local authorities within the scope of its competences.						<p>Records of polling station setup and management, including locations, staffing, accessibility measures also for independent observers and vote-counting procedures.</p> <p>Documentation of campaign regulations and guidelines in place, outlining rules for campaign financing, advertising, and conduct.</p> <p>Records demonstrating efforts to maintain the accuracy and security of voter registration systems, such as regular audits and security protocols.</p>
	How much do you agree with the following statement? Our local authority ensures effective and inclusive democratic participation by consistently holding regular, free, and fair elections for our legislatures, assemblies, and other public institutions. We are committed to engaging meaningfully with our constituents, valuing their input in all our decision-making processes.						

Figure 1 - The Good Governance Benchmark E-Tool (Principle 1)

Principle 1 - Democratic Participation	There should be effective and inclusive democratic participation, including regular, free, and fair elections to legislatures, assemblies and other public institutions, and meaningful engagement by government and public institutions with those whom they serve.					Average Output Score	
						Statement Score	
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Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY	Output Indicator Score	Outcome Score
							<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
1.1	People are at the centre of policy and decision-making processes. There is a balanced participation of all genders in political and public decision-making, and the broad participation of all people, including the less privileged and the vulnerable is fostered.					0.83	<p>Suggested Evidence</p> <p>Reports of regular stakeholders mapping and assessment.</p> <p>Records of public consultations, including meeting minutes, attendance logs, and feedback received.</p> <p>Records of participatory mechanisms implemented, including questions posed, participants list, project proposals, etc.</p>
	1.1.1 Participatory democratic mechanisms - such as public consultations, citizens' assemblies, townhall meetings, participatory budgeting initiatives, and referenda - organised regularly by the local authority.			X		1.00	
	1.1.2 The local authority collects disaggregated data to measure representation of all genders, the less privileged and the vulnerable in policy and decision-making bodies.				X	0.67	<p>Reports detailing the composition of policy and decision-making bodies, including gender breakdown.</p> <p>Gender diversity statistics over time to track improvements.</p> <p>Minutes of meetings showing discussions or actions taken to address gender representation issues.</p>
1.2	People have the opportunity to access and engage in policy and decision-making processes directly or through legitimate intermediate bodies that represent their interests, ensuring decisions reflect the will of the majority while respecting the rights and legitimate interests of the minority.					0.33	
	1.2.1 The local authority engages with legitimate intermediate bodies composed of representatives from diverse backgrounds and demographics within the community in decision-making processes.		X			0.33	<p>Agreements or memoranda of understanding with intermediate bodies specifying their roles and responsibilities in decision-making.</p> <p>Documentation of meetings and interactions between the local authority and intermediate bodies.</p> <p>Reports or testimonials from representatives of diverse backgrounds within the community about their involvement in decision-making processes.</p>
	1.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions.		X			0.33	<p>Records of outreach efforts, such as community surveys, focus groups, or consultations with marginalised or underrepresented groups.</p> <p>Documentation of initiatives aimed at promoting inclusivity in participation, such as language accessibility measures or arrangements for people with disabilities.</p> <p>Reports summarising the input received from various community groups and how it influenced decision-making.</p>
1.3	Elections are conducted freely and fairly, without any fraud, in accordance with national laws, European standards and electoral heritage, as summarised for instance in the Code of good practice in electoral matters of the European Commission for Democracy through Law (the Venice Commission).					1.00	
	1.3.1 Voter education and awareness-raising programmes implemented by the local authority to educate the public about the electoral process, the importance of voting, and how to participate effectively in elections.				X	1.00	<p>Educational materials and resources developed, such as brochures, pamphlets, and online content.</p> <p>Records of voter education programmes conducted, including dates, locations, and participant feedback.</p> <p>Data on voter registration rates and voter turnout in local elections before and after implementing voter education initiatives.</p>
	1.3.2 Actions to strengthen election monitoring, ensure integrity and transparency in campaign processes, and maintain the accuracy and security of voter registration systems implemented by the local authorities within the scope of its competences.			X		1.00	<p>Records of polling station setup and management, including locations, staffing, accessibility measures also for independent observers and vote-counting procedures.</p> <p>Documentation of campaign regulations and guidelines in place, outlining rules for campaign financing, advertising, and conduct.</p> <p>Records demonstrating efforts to maintain the accuracy and security of voter registration systems, such as regular audits and security protocols.</p>
	How much do you agree with the following statement? Our local authority ensures effective and inclusive democratic participation by consistently holding regular, free, and fair elections for our legislatures, assemblies, and other public institutions. We are committed to engaging meaningfully with our constituents, valuing their input in all our decision-making processes.				X	1.00	

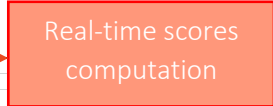


Figure 2 - An example of a completed assessment (Principle 1)

PRINCIPLE 1

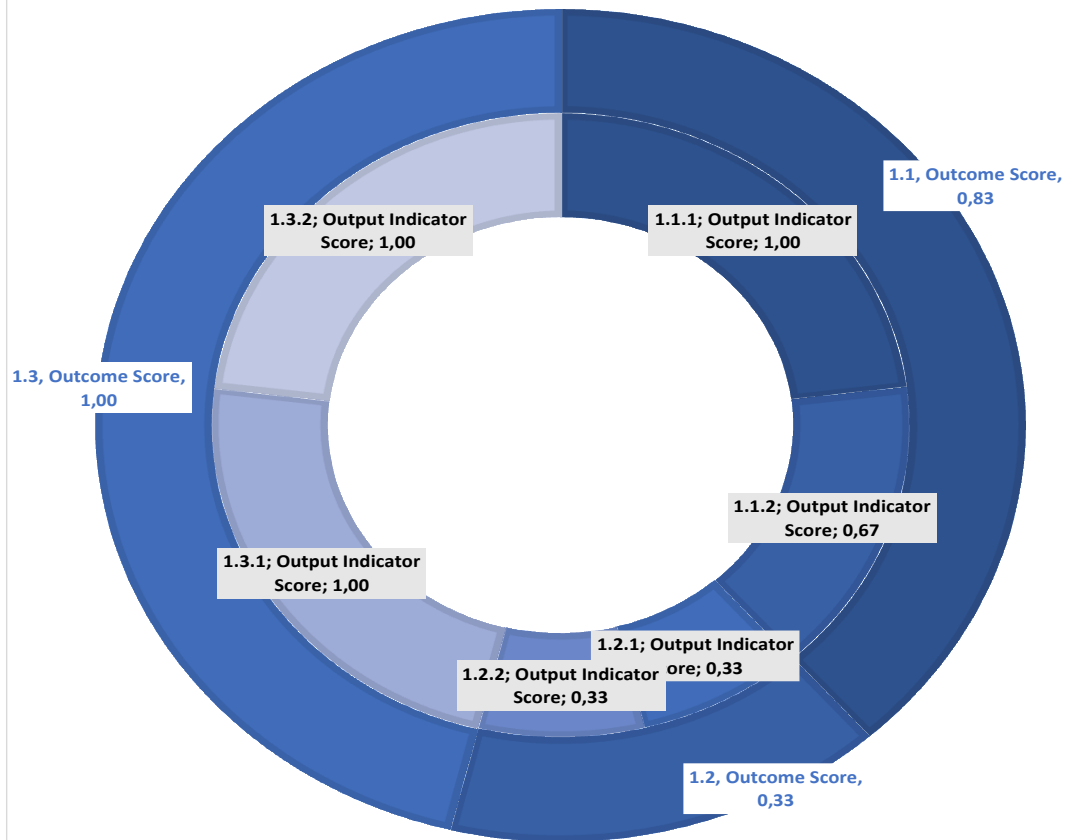


Figure 3 - Self-generating visualisation of scores (Principle 1)

3 THE GOOD DEMOCRATIC GOVERNANCE: PROPOSED REVISED DRAFT

3.1 PRINCIPLE 1 – Democratic Participation

Principle 1 - Democratic Participation		There should be effective and inclusive democratic participation, including regular, free, and fair elections to legislatures, assemblies and other public institutions, and meaningful engagement by government and public institutions with those whom they serve.				
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY	<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
1.1 People are at the centre of policy and decision-making processes. There is a balanced participation of all genders in political and public decision-making, and the broad participation of all people, including the less privileged and the vulnerable is fostered.						
	1.1.1 Participatory democratic mechanisms - such as public consultations, citizens' assemblies, townhall meetings, participatory budgeting initiatives, and referenda - organised regularly by the local authority.					<p>Reports of regular stakeholders mapping and assessment.</p> <p>Records of public consultations, including meeting minutes, attendance logs, and feedback received.</p> <p>Records of participatory mechanisms implemented, including questions posed, participants list, project proposals, etc.</p> <p>...</p>
	1.1.2 The local authority collects disaggregated data to measure representation of all genders, the less privileged and the vulnerable in policy and decision-making bodies.					<p>Reports detailing the composition of policy and decision-making bodies, including gender breakdown.</p> <p>Gender diversity statistics over time to track improvements.</p> <p>Minutes of meetings showing discussions or actions taken to address gender representation issues.</p> <p>...</p>

1.2 People have the opportunity to access and engage in policy and decision-making processes directly or through legitimate intermediate bodies that represent their interests, ensuring decisions reflect the will of the majority while respecting the rights and legitimate interests of the minority.					
	1.2.1 The local authority engages with legitimate intermediate bodies composed of representatives from diverse backgrounds and demographics within the community in decision-making processes.				<p>Agreements or memoranda of understanding with intermediate bodies specifying their roles and responsibilities in decision-making.</p> <p>Documentation of meetings and interactions between the local authority and intermediate bodies.</p> <p>Reports or testimonials from representatives of diverse backgrounds within the community about their involvement in decision-making processes.</p>
	1.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				<p>Records of outreach efforts, such as community surveys, focus groups, or consultations with marginalised or underrepresented groups.</p> <p>Documentation of initiatives aimed at promoting inclusivity in participation, such as language accessibility measures or arrangements for people with disabilities.</p> <p>Reports summarising the input received from various community groups and how it influenced decision-making</p>
1.3 Elections are conducted freely and fairly, without any fraud, in accordance with national laws, European standards and electoral heritage, as summarised for instance in the Code of good practice in electoral matters of the European Commission for Democracy through Law (the Venice Commission).					
	1.3.1 Voter education and awareness-raising programmes implemented by the local authority to educate the public about the electoral process, the importance of voting, and how to participate effectively in elections.				<p>Educational materials and resources developed, such as brochures, pamphlets, and online content.</p> <p>Records of voter education programmes conducted, including dates, locations, and participant feedback.</p> <p>Data on voter registration rates and voter turnout in local elections before and after implementing voter education initiatives.</p> <p>...</p>
	1.3.2 Actions to strengthen election monitoring, ensure integrity and transparency in campaign processes, and maintain the accuracy and security of voter registration systems implemented by the local authorities within the scope of its competences.				<p>Records of polling station setup and management, including locations, staffing, accessibility measures also for independent observers and vote-counting procedures.</p> <p>Documentation of campaign regulations and guidelines in place, outlining rules for campaign financing, advertising, and conduct.</p> <p>Records demonstrating efforts to maintain the accuracy and security of voter registration systems, such as regular audits and security protocols.</p>
How much do you agree with the	Our local authority ensures effective and inclusive democratic participation by consistently holding regular,				

following statement?	free, and fair elections for our legislatures, assemblies, and other public institutions. It is committed to engaging meaningfully with people, valuing their input in all our decision-making processes.					
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3.2 Principle 2 – Human Rights

Principle 2 - Human rights		The respect for human rights which protect everyone, and which embody the values of fairness, dignity, equality and respect should be ensured, in accordance with European and international standards, including the Statute of the Council of Europe (ETS No. 1) and the European Convention on Human Rights (ETS No. 5).				
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY	<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
2.1 Appropriate legislation, institutions, procedures, practices, and norms ensure the robust development, promotion, protection, and effective enjoyment of human rights.						
	2.1.1 Regular human rights impact assessments of local policies and regulations are carried out, possibly in collaboration with local human rights organisations.					<p>Reports/studies on Human Impact Assessment at local level.</p> <p>Collaboration with human rights organisations and external stakeholders in initiatives, projects, etc.</p> <p>Reports or statements of integration/update of policies, highlighting specific changes that were implemented based on the assessment findings.</p> <p>...</p>
	2.1.2 Robust monitoring, reporting, and complaint mechanisms, including the presence of an Ombuds Institution, are established to address human rights infringements					<p>Annual reports or summaries from the local Ombuds Institution or a similar oversight body.</p> <p>Records of individual complaint cases, including documentation of the complaint, the investigation process, and the resolution.</p> <p>Municipalities' participation in national or international human rights reporting mechanisms and/or networks.</p> <p>...</p>

2.2 Equality for all is actively promoted to build more inclusive societies that offer adequate protection from discrimination and hate and where diversity is respected.					
	2.2.1 Diversity and inclusion training programmes, capacity-building activities or awareness raising initiatives for municipality employees and community stakeholders are delivered.				Attendance documentation for diversity and inclusion training sessions conducted for municipality employees and community stakeholders. Feedback surveys from participants to trainings, capacity building or awareness raising activities. Educational and promotional materials, such as presentation slides, handouts, or online course content. ...
	2.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				Municipal laws and policies explicitly prohibit discrimination on various grounds. Cases of discriminatory practices are investigated and sanctioned by municipal authorities. Documentation showcases mechanisms available at the municipal level to address cases of discrimination. ...
2.3 Diversity and inclusion in society of all people, including all genders and the less privileged and vulnerable, are actively supported through dedicated strategies and plans, that specify objectives, targets, and monitoring mechanisms.					
	2.3.1 Diversity and Inclusion Strategies adopted and implemented.				Strategic plans for promoting diversity and inclusion, that include objectives, targets, and monitoring mechanisms, including also gender equality, support for less privileged and vulnerable groups, and other diversity-related goals. Progress reports on the implementation of such strategic plans. Case studies that can illustrate examples of success stories and outcomes of the strategies and plans. ...
	2.3.2 Community engagement initiatives adopted and implemented.				Activity reports and summaries of initiatives Attendance records Feedback surveys and forms. ...
How much do you agree with the following statement?	Our local authority upholds and champions the respect for human rights for all, ensuring values of fairness, dignity, equality, and respect are at the forefront of our actions. We adhere to European and international standards, including the Council of Europe Statute and the European Convention on Human Rights and Fundamental Freedoms.				

3.3 Principle 3 – Rule of Law

Principle 3 - Rule of Law		The rule of law should be respected, thus providing everyone with legal certainty, including foreseeable law, in which everyone is treated in a dignified, equal, rational, and proportional manner, within a framework in which the separation of powers and the independence of the judiciary are guaranteed throughout the country.				
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY	<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
3.1 Legality prevails and legal certainty is guaranteed, including a transparent, accountable, and democratic process for enacting laws.						
	3.1.1 Resolutions, procedures, regulations, and other decisions are adopted in accordance with the rules laid down by law and published in an open and accessible format.					<p>Outreach documentation (invitations, leaflets, newsletters, etc.).</p> <p>Meeting records at public meetings, hearings, or consultations related to the development or amendment of local laws and policies.</p> <p>Information material on feedback and input integration, such as leaflets and brochures.</p> <p>...</p>
	3.1.2 Transparency and accountability reports that outline key legislative actions, decisions, and their impacts on the local community, along with information on the decision-making process.					<p>Reports summarising the local authorities' legal and policies actions and decisions, including the description of the process (council discussions, votes, etc.).</p> <p>Documentation and information material (such as reports, studies) that illustrate the potential impact of actions and decisions on the local community (for example socio-economic study for a new Urban plan).</p> <p>Decisions records/databases/registries/logs that are publicly accessible (online and/or offline).</p> <p>...</p>

3.2 Measures are in place to ensure equality of the law and non-discrimination, and to prevent any misuse of powers, including legal safeguards against arbitrariness and abuse of power by public authorities.					
	3.2.1 Local legal framework ensures equality before the law and freedom from discrimination at the municipal level.				<p>Accessibility monitoring systems/metrics/indicators considering, for instance, data on the availability of services in various neighbourhoods/districts, access for people with disabilities, etc.</p> <p>Service quality reports considering response time, service availability.</p> <p>Feedback records on municipal services including residents' comments, complaints, suggestions.</p> <p>...</p>
	3.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				<p>Accessible and public documentation illustrating the legal safeguards framework in place at local authority level preventing the abuse of power by public officials.</p> <p>Capacity-building, trainings or awareness raising initiatives for employees and public officials on promoting equality, non-discrimination, and ethical conduct in the execution of their duties.</p> <p>Community awareness initiatives informing residents on their rights and existing legal safeguards, such as legal protections and complaints/reporting mechanisms.</p> <p>...</p>
3.3 Administrative acts/decisions need to be motivated.					
	3.3.1 Periodic evaluation of administrative decisions made by the local authority to assess compliance with legal requirements and the motivation provided.				<p>Audit plans detailing how the local authority intends to conduct systematic audits of administrative decisions.</p> <p>Audit reports on administrative decisions, publicly accessible through the local authority's official website or administrative office.</p> <p>Decision templates allowing for integration of adequate motivation and compliance with legal requirement.</p> <p>...</p>
	3.3.2 Capacity-building and training programmes for municipal staff involved in making administrative decisions.				<p>Training programme documentation.</p> <p>Feedback surveys and forms from participants.</p> <p>Monitoring systems for capacity-building and training programmes.</p> <p>...</p>
How much do you agree with the following statement?	Our local authority upholds its commitment to the Rule of Law, providing a secure legal framework for stakeholders and residents alike. We ensure equal treatment, motivated decision-making, and the separation of powers to guarantee transparency and fairness in our local governance, fostering an				

environment conducive to growth and community well-being.					
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3.4 Principle 4 – Public Ethics

Principle 4 - Public ethics The highest standards of public ethics should be strictly observed, enabling everyone to have confidence that government, public institutions and public officials are serving the public good.						
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY	NOT AT ALL - We are aware of the key issues but not planning nor action is taken. PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken. SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation. FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.
4.1 A comprehensive public ethics framework is established, encompassing strategies, legislation, regulations, codes of conduct, and guidance. This framework prioritises the public good over individual interests in policy and decision-making processes and ensures ethical practice throughout public institutions and among officials.						
	4.1.1 Code of Conduct for local authority officials, detailing ethical standards and practices.					A published copy of the Code of Conduct available on the local authority's official website. Records of dissemination activities, such as workshops or seminars, introducing the Code of Conduct to officials. 1.1.3 Feedback forms or surveys from local authority officials acknowledging receipt and understanding of the Code of Conduct. ...
	4.1.2 Regular training sessions and workshops for local authority officials on the principles and application of the public ethics framework.					Training schedules and attendance records showcasing regularity and participation. Training materials and modules tailored to the public ethics framework. Post-training evaluations or assessments verifying the effectiveness and comprehension of the training content. ...

4.2 Clear procedures for addressing complaints and grievances related to breaches of ethical standards and strategies to identify, resolve, or manage conflicts of interest, even post-tenure. This includes putting into place robust measures to prevent and combat corruption, including its criminalisation, fostering public awareness, and promoting ethical behaviour.						
	4.2.1	Local authority ethics committee established to address reported breaches of ethical standards and manage conflicts of interest.				Official documentation or charter establishing the ethics committee. Meeting minutes or records from the ethics committee sessions. Case logs or reports detailing the breaches reviewed and actions taken by the committee. ...
	4.2.2	There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				Campaign materials such as brochures, posters, or digital content tailored to ethical standards and anti-corruption. Records of public engagement events or workshops promoting ethical behaviour. Analytics or metrics showcasing the reach and impact of the awareness campaigns, such as website visits or feedback forms. ...
4.3 Clear procedures are in place for handling complaints and grievances from the people and from public officials and protective measures are in place to safeguard whistle-blowers, ensuring they face no direct or indirect retaliation from their current or former public organisation or its officials.						
	4.3.1	Complaints procedure for people and public officials to report suspected breaches of ethical standards and conflicts of interest.				A published copy of the whistle-blower protection policy available on the local authority's official website. Records of training or information sessions introducing the policy to local authority employees. Case logs or reports detailing instances where the policy was invoked and the outcomes. ...
	4.3.2	Whistle-blower protection policy offering a confidential reporting platform or hotline within the local authority for whistle-blowers, ensuring anonymity and security.				Documentation or user guides related to the confidential reporting platform or hotline. Usage statistics or logs showcasing the activity on the platform or hotline. Testimonials or feedback from users attesting to the platform's or hotline's confidentiality and effectiveness. ...
How much do you agree with the following statement?	Our local authority upholds the principles of Public Ethics, integral to our governance framework. We maintain the highest standards of public ethics to ensure that our institution and its officials consistently serve the public good. Our determined commitment to transparency, accountability, and integrity underpins the confidence of our community in our dedication to their interests, reinforcing public trust and enhancing the effectiveness of our local authority in serving our constituents' needs.					

3.5 Principle 5 - Accountability

Principle 5 - Accountability		Accountability mechanisms should be in place to ensure that government, public institutions and public officials take responsibility for their actions and decisions and can be held to account, and that they accept any consequences or proportionate sanctions for inappropriate decisions or omissions.				
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY	<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
5.1 Accountability framework clearly identifies, and documents matters for which the local authority and their public officials are accountable and the extent to which they are legally and financially responsible.						
	5.1.1	Accountability framework for local officials outlines appropriate legislation, institutions, procedures, practices, and norms of conduct.				<p>The local accountability document is published on the official website, ensuring it's easily accessible to the public.</p> <p>Records of accountability workshops held for council staff, demonstrating efforts to implement the document's principles.</p> <p>Public Feedback Log.</p> <p>...</p>
	5.1.2	Comprehensive system of record-keeping, retention, classification and archiving of official documents.				<p>Revised Legislation Document published on the official website.</p> <p>Documentation of Legislation Review Process.</p> <p>Public Accessibility Assessment gauging the ease with which residents can access and understand the revised legislation.</p> <p>...</p>

5.2 Decisions are reported on, explained, examined and, where appropriate, questioned, or sanctioned.						
	5.2.1 Rules and regulations set out the categories, content, and frequency of accounts to be provided by representatives and bodies, to ensure that up-to-date and meaningful information, including accounts of activity, remains constantly available.					An online platform where residents can access detailed information about council decisions, including documentation and explanations. Accessible archive minutes of stakeholder meetings discussing decisions. Public Queries Register of citizens questions about ...
	5.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions					Stakeholder Meeting Minutes. Records of Sanction Actions. External Stakeholder Feedback ...
5.3 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions.						
	5.3.1 Mechanisms to address improper decisions and train designated authorities for efficient remedies.					Remediation Case Studies showcasing the effectiveness of remediation protocols. Training Records. Remediation Outcome Stats. ...
	5.3.2 Information leaflets and campaigns explain available remedies and how residents can access them.					Campaign Materials explaining the available remedies and how residents can access them. Public Engagement Monitoring Stats. Resident Queries and Response Records. ...
How much do you agree with the following statement?	Our local authority places a strong emphasis on Accountability within our governance structure. We have established robust accountability arrangements that demand government, public institutions, and our officials take responsibility for their actions and decisions. We ensure that they are held accountable and accept consequences or proportionate sanctions for inappropriate decisions or omissions. This commitment to accountability underscores our dedication to transparency, fairness, and effective governance, reinforcing our accountability to the community we serve.					

Principle 6 – Openness and Transparency

Principle 6 - Openness and Transparency		Openness and transparency should be ensured, by making the decision-making processes of government, public institutions and public officials publicly available and accessible – subject to the limitations set down in law, necessary in a democratic society and proportionate to the aims such limitations seek to protect – including by utilising, as appropriate, modern digital tools.			
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY
<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken. PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken. SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation. FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>					
6.1 Information is conveyed clearly and inclusively, ensuring accuracy and security, and tailored to user needs.					
	6.1.1 Inclusive Information Portal ensures residents can easily access vital local information and services.				<p>Website stats monitoring. User feedback on navigation ease, information accessibility, etc.. Record of registered users. ...</p>
	6.1.2 Periodic review system for municipal information, ensures accurate, up-to-date, and secure information.				<p>Logs of information updates, including dates and responsible personnel. Internal or external audit findings and corrective actions to demonstrate transparency and accuracy. Reports on data security measures, such as encryption and authentication, to highlight commitment to data protection. ...</p>

6.2 Public access to decisions, policy implementation, and outcomes enables people to follow and contribute effectively to the work of the local authority, either directly or through representative bodies					
	6.2.1 Dedicated section on the municipal website, provides easy citizen access to council meeting records, decisions, and policies. Include plain-language summaries for better comprehension.				Section Analytics Plain Language Summaries. Accessibility Compliance Records, Accessibility audit records. ...
	6.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				Attendance Records including participant feedback. Meeting Minutes published capturing citizen input and actions taken. Pre- and post-event surveys to gauge citizen expectations and satisfaction. ...
6.3 E-governance services, via ICT channels, prioritise ease of use, quality, and data security while addressing e-literacy and privacy concerns where possible and cost-effective.					
	6.3.1 Digital solutions simplify access to essential municipal services. Guidance and features designed to improve accessibility and address inadequate digital literacy levels.				Adoption Rates on the number of residents using digital solutions to access services. User Feedback on usability. Helpdesk Inquiries. ...
	6.3.2 Strong data protection policy and regular cybersecurity audits safeguard citizens' personal information when using online services.				Incident Reports and records. Training Participation records. Cybersecurity Audits. ...
How much do you agree with the following statement?	Our local authority firmly upholds the principle of Openness and Transparency within our governance framework. We are committed to ensuring that our decision-making processes are openly and transparently conducted. We make this information publicly available and accessible, in accordance with legal provisions, safeguarding democratic values. Embracing modern digital tools where appropriate, we strive to enhance accessibility and inclusivity, facilitating active citizen engagement and reinforcing our dedication to democratic accountability and open governance.				

3.6 Principle 7 - Efficient, effective and sound administration

Principle 7 - Efficient, effective and sound administration		There should be efficient, effective and sound administration throughout government and public institutions, involving all public officials, in order to promote the well-being of all those they serve, without discrimination, including through optimising the use of public resources.				
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY	<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
7.1 Strategic and operational plans shall clearly define objectives and targets within a defined timeframe, optimising the utilisation of available resources in both technical and allocative terms, while promoting efficient coordination across governmental levels in accordance with the principles of local democracy and subsidiarity, thereby guaranteeing the delivery of high-quality services at all levels.						
	7.1.1	Annual report demonstrating progress made in achieving objectives and targets defined in the strategic and operational plans.				<p>Completed projects and objectives records.</p> <p>Budgets showing resource use.</p> <p>User and stakeholder feedback.</p> <p>...</p>
	7.1.2	Periodic reviews of service delivery through organisation of cross-department and stakeholders' meeting.				<p>Meeting minutes and action plans.</p> <p>Feedback surveys from attendees.</p> <p>Reports on service improvements.</p> <p>...</p>

7.2 Performance management systems are established and executed in alignment with predetermined objectives and targets, while regular internal and external audits are conducted at all administrative levels.						
	7.2.1	Periodic performance reports published using KPIs to measure performance management systems with predetermined objectives and targets.				Reports with key indicators. Actions taken based on reports. Staff training records. ...
	7.2.2	Regular internal and external audits carried out and audit findings and recommendations made publicly available.				Audit reports with recommendations. Actions in response to audits. Publicly available audit summaries. ...
7.3 Ensure good administration through quality legislation, compliant processes, and accessible offices that specify enforceable rights.						
	7.3.1	Periodic report summarising legislative updates and improvements made to administrative processes that enhance clarity, accessibility, and fairness published.				Reports on legislative changes and their impact on administrative improvements. Documentation of staff training programmes. User and stakeholder feedback. ...
	7.3.2	Citizen feedback mechanisms enable local authority to gather input and monitor the practical implementation of enforceable rights.				Detailed records of citizen feedback, including volume and trends. Reports on actions taken in response to citizen input in policy changes or service improvements. Evidence of successful public awareness campaigns. promoting the feedback mechanism. ...
How much do you agree with the following statement?		Our local authority places paramount importance on the principle of Efficient, Effective, and Sound Administration in our governance practices. We are dedicated to fostering an administration that is not only efficient and effective but also serves the well-being of all our constituents without discrimination. This commitment extends to the optimal utilisation of public resources, ensuring they are managed responsibly and in a manner that maximises their benefit for the community. By upholding these principles, we aim to provide administrative and decision-making processes that are responsive, accountable, and dedicated to enhancing the quality of life for all our residents.				

Principle 8 - Leadership, capability and capacity

Principle 8 - Leadership, capability and capacity		There should be consistent and sustainable efforts towards strengthening the organisational leadership of government and public institutions, and the capabilities and capacities of all public officials, so that the fundamentals of good democratic governance are effective.			
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY
					<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
8.1 The local authority operates with a clear vision inspired by the Principles of Good Democratic Governance and embodies a proactive, innovative, learning, inclusive, safe, and representative approach that reflects the diversity of the society it serves.					
	8.1.1 Periodic reports address progress towards promoting diversity and inclusion, showcasing initiatives and outcomes.				<p>Periodic reports showcasing the diversity within the local authority's workforce.</p> <p>Documentation of diversity-related training sessions provided to staff.</p> <p>Records of community engagement initiatives that reflect the authority's commitment to inclusivity.</p> <p>...</p>
	8.1.2 Local authority organises regular staff workshops and training sessions on innovation and continuous learning.				<p>Records of innovation workshops and training sessions.</p> <p>Attendees' Satisfaction Surveys or feedback forms</p> <p>Reports highlighting innovative ideas or projects initiated by staff following the workshops.</p> <p>...</p>

8.2 The local authority endorses human resource policies which create capability systems aligning competences with goals, fostering merit-based talent development. Regular assessments identify skills and organizational capacity, supported by comprehensive training plans for capability enhancement.					
	8.2.1 Competency alignment records enable local authority to track staff skills in relation to strategic objectives.				Records showing the alignment of staff skills with strategic objectives, with identified areas for improvement. Evidence of talent development programmes and promotions based on merit. Employee testimonials or feedback indicating how their skills have contributed to achieving local authority goals. ...
	8.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				Training calendars. Attendance records. Employee surveys or assessments to evaluate the effectiveness of training. ...
8.3 The required structures, processes, and capacities for researching, planning, funding, implementing, and evaluating capacity-building programmes are established and supported. Performance appraisal and management measures and procedures are in place to assess, reward, and enhance individual performance while also fostering professional and personal development.					
	8.3.1 Regular evaluations of capacity-building programmes carried out to measure their impact and inform improvements.				Reports on the results and impact of specific capacity-building programmes. Testimonials from staff. Reports on key performance indicators attributed to capacity-building efforts. ...
	8.3.2 Performance appraisal records and individual development plans for local authority staff are used to assess and enhance employee performance and development.				Performance appraisal records and development plans for employees. Examples of employee achievements. Documentation of promotions or career advancements. ...
How much do you agree with the following statement?	Our local authority is determined in its commitment to the principle of Leadership, Capability, and Capacity. We consistently invest in strengthening the leadership skills of our elected representatives, as well as enhancing the capabilities and capacities of all our public officials and employees. By fostering effective leadership, building capability, and nurturing the capacity of our officials, we strive to create a local authority that is well-equipped to serve our community with excellence and meet the highest standards of democratic governance.				

Principle 9 – Responsiveness

Principle 9 - Responsiveness		Government, public institutions and public officials should be responsive to the legitimate expectations and needs of those whom they serve.			
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY
					<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
9.1 People's legitimate expectations and needs are systematically recognised and integrated into public service planning and delivery through transparent processes.					
	9.1.1 Regular community needs assessments to identify specific local needs and expectations.				<p>Documented community needs assessments.</p> <p>Meeting minutes or survey summaries from assessments.</p> <p>Case studies showing how identified needs were addressed.</p> <p>...</p>
	9.1.2 Established public consultation mechanism (e.g., platform or advisory committee) to gather input from residents on service priorities and improvements needed.				<p>Meeting minutes or reports from consultation mechanism.</p> <p>Records of feedback gathered online, including participant numbers and key themes.</p> <p>Proof of actions taken in response to resident input.</p> <p>...</p>

9.2 Effective procedures are in place to oversee public service provision, including mechanisms for citizen complaints and engagement with Ombuds institutions.					
	9.2.1 Dedicated online portal or helpline for citizens to submit complaints and feedback.				Stats or records of the user-friendly online portal. Logs of complaints received. Sample responses or resolutions to complaints. ...
	9.2.2 Effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				Copies of transparent annual reports on complaints. Documentation of actions or policy changes due to these reports. Feedback from citizens regarding report usefulness. ...
9.3 Timely handling of monitoring outcomes and complaints is seamlessly integrated across all stages of policy and decision-making.					
	9.3.1 Cross-service task force responsible for reviewing monitoring results and complaints ensuring their integration into policy discussions.				Organisational chart with task force details. Task force meeting records. Sample policy documents influenced by task force input. ...
	9.3.2 Regular progress reports on monitoring outcomes and complaints and their influence on policy changes and decisions.				Published progress reports on monitoring outcomes and complaints. Records of policy changes citing monitoring and complaints. Stakeholder feedback on report impact on local policies and decisions. ...
How much do you agree with the following statement?	Our local authority places a strong emphasis on Responsiveness as a cornerstone of our governance approach. We are committed to ensuring that our government, public institutions, and public officials have the capacity and willingness to respond to the legitimate expectations and needs of our community members. Responsiveness is at the core of our mission to provide effective and accountable governance that meets the diverse needs of our residents. By actively engaging with them, listening to their concerns, and tailoring our policies and services accordingly, we demonstrate our commitment to serving their best interests.				

Principle 10 - Sound financial and economic management

Principle 10 - Sound financial and economic management		There should be sound financial and economic management throughout government and public institutions, and by all public officials, in order to ensure the optimal use of public resources and the implementation of policies that promote the well-being and prosperity of everyone.				
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY	<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken.</p> <p>PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken.</p> <p>SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation.</p> <p>FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>
10.1 Economic and financial policies, clearly linked to other plans and strategies, set objectives and measures to support long-term economic growth without negatively impacting on societal and environmental wellbeing, including intergenerational equity.						
	10.1.1 Comprehensive local economic strategy aligning economic and financial policies with the Local authority development plans.					<p>Published strategy report.</p> <p>Evidence of policy integration in budgetary decisions and projects.</p> <p>Annual progress reports demonstrating policy implementation.</p> <p>...</p>
	10.1.2 Regular sustainability impact assessments on Economic Policies evaluating the societal and environmental impact of economic and financial policies					<p>Regular sustainability impact assessment reports.</p> <p>Summaries of findings, alongside stakeholder engagement records.</p> <p>Documentation illustrating how financial policies align with local development plans.</p> <p>...</p>

10.2 Audits, both internal and external, are understood as important to monitor and provide assurance on the soundness and coherence of financial management, and the assessment and management of risk.					
	10.2.1 Annual external financial audits are carried out to measure the municipality's financial management practices.				Published external audit reports detailing financial management findings and recommendations. Contracts with independent audit firms, affirming regular audits. Records of actions taken in response to audit recommendations. ...
	10.2.2 Effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				Regularly updated risk indicator reports indicating potential risks and management actions. Documentation of cross-department meetings on risk management. Records of specific projects initiated due to risk monitoring. ...
10.3 Cooperation and partnership mechanisms are sought after to identify economies of scales, fair sharing of burdens and benefits and reduction of risks.					
	10.3.1 Inter-municipal cooperation settings for the joint delivery of services.				Signed inter-municipal agreements on joint service delivery. Reports on cost savings and service quality improvements. Evidence of ongoing inter-municipal collaboration mechanisms. ...
	10.3.2 Inter-municipal agreements on risk mitigation, such as natural disasters or economic downturns.				Reports highlighting the success of joint risk reduction projects. Records of shared resources during actual risk events. Evidence of resource pooling and support among local authorities during crises. ...
How much do you agree with the following statement?	Our local authority places a strong emphasis on Sound Financial and Economic Management within our governance framework. We are dedicated to upholding sound financial practices and economic management. Our commitment extends to all public officials, ensuring the optimal utilization of public resources. Our policies are designed to foster the well-being and prosperity of all residents in our community. By maintaining fiscal responsibility and pursuing economic policies that promote the welfare of our residents, we aim to create a stable and prosperous environment for all.				

3.7 Principle 11 - Sustainability and long-term orientation

Principle 11 - Sustainability and long-term orientation		Efforts should be made to maximise the sustainability of decisions and actions taken by government, public institutions and public officials, and to take into account their potential impact on future generations and the ability of those generations to address their own needs.			
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY
<p>11.1 Current policy and decision-making processes reference resilience, sustainability, and intergenerational equity and acknowledge the impacts on the administration, the community, and the environment currently and in the future.</p>					
	11.1.1 Comprehensive assessment framework integrating resilience, sustainability, and intergenerational equity considerations into the local policy and decision-making processes implemented based on key performance indicators (KPIs).				<p>Regular reports on the impact of policies and decisions on the administration, community, and environment over time.</p> <p>Specific examples where policies were modified based on assessment results to better align with resilience, sustainability, and intergenerational equity principles.</p> <p>Maintain records of stakeholder engagement activities, showing how their input has influenced decision-making and policy adjustments.</p> <p>...</p>
	11.1.2 Targeted public engagement and education programmes aimed at increasing awareness and understanding of resilience, sustainability, and intergenerational equity organised regularly for the benefit of the local community.				<p>Attendance Logs of community attendance at workshops, seminars, and events in the public engagement and education programmes.</p> <p>Educational Materials.</p> <p>Knowledge assessment.</p> <p>...</p>

11.2 Policy and decision-making processes acknowledge and strive to preserve the historical, cultural, and societal aspects of the context they are targeting.						
	11.2.1	The local authority has a cultural preservation strategy used to assess the potential cultural, historical, and societal impacts of proposed policies and decisions.				Cultural preservation assessment Reports. Policy integration documentation demonstrating how recs are incorporated in the decision-making process. Reports of gathering feedback efforts from relevant stakeholders, such as local historians, cultural organisations, and community groups. ...
	11.2.2	There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				Community Consultation Summaries. Community Engagement Plans. Community Participation Metrics. ...
11.3 Strategic planning processes are in place; they include key stakeholders and are being developed beyond electoral cycles to address the future requirements of people and the communities.						
	11.3.1	The local authority has a long-term, community-centred plan that extends beyond electoral cycles, identifying future requirements of the community.				Long-term plan outlining the vision, goals, and strategies for the future, and it should extend beyond electoral cycles. Community Surveys and Feedback. Periodic progress reports and milestones achieved in the implementation of the long-term plan. ...
	11.3.2	Regular training programmes organised for local stakeholders and local authority staff to equip them with the skills and knowledge needed to implement and sustain long-term planning processes.				Training Plans and Attendance Records. Knowledge assessments. Case studies of successful planning. ...
How much do you agree with the following statement?		Our local authority is deeply committed to the Principle of Sustainability and Long-Term Orientation as a core aspect of our governance philosophy. We diligently work to maximise the sustainability of our decisions and actions, whether by government, public institutions, or public officials. Our commitment extends to considering the potential impact of our choices on future generations and their ability to meet their own needs. We strive to strike a balance between addressing current challenges and safeguarding the				

well-being and resources that will be crucial for the prosperity of future generations. Our long-term orientation guides our policies and practices, ensuring that we act as responsible stewards of our community's resources and a guardian of its future.					
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3.8 Principle 12 - Openness to change and innovation

Principle 12 - Openness to change and innovation		Government, public institutions and public officials should be ready to proactively embrace change and innovation, where this would improve the resilience and quality of public services, taking into account evolving expectations and realities and by engaging widely with others to draw on good practice and enhance knowledge.			
Outcome	Output	NOT AT ALL	PARTIALLY	SUFFICIENTLY	FULLY
<p>NOT AT ALL - We are aware of the key issues but not planning nor action is taken. PARTIALLY - We acknowledge the key issues and designing answers, but only limited actions is taken. SUFFICIENTLY - We have well developed plans and activities to address key issues with significant examples of implementation. FULLY - We can show clear evidence of good practices which are monitored and integrated in our interventions.</p>					
<p>12.1 A climate favourable to adaptations, to changes of context and external environment and to the peoples' needs and preferences, as well as to cultural change, based on flexibility, self-evaluation, and continuous learning, is created within public institutions in the interest of achieving better results.</p>					
	12.1.1 Comprehensive guidelines for conducting regular self-evaluations, fostering decision-making flexibility, and implementing continuous learning mechanisms established / adopted.				<p>Reports/studies on Human Impact Assessment at local level. Collaboration with human rights organisations and external stakeholders in initiatives, projects, etc. Reports or statements of integration/update of policies, highlighting specific changes that were implemented based on the assessment findings. ...</p>
	12.1.2 Innovation and openness promoted through capacity-building initiatives, encompassing change management and cultural competence programmes.				<p>Capacity-Building Programme Documentation. Innovation Success Stories. Staff Surveys and Feedback. ...</p>

12.2 The local authority engages in knowledge-sharing with other public and private actors as well as with civil society, at all levels, including internationally.					
	12.2.1 Cross-sector knowledge exchanges organised regularly with other public and private actors, civil society organizations, and experts.				Knowledge Exchange Reports. Collaborative Project Agreements. Insights from participants in knowledge exchange activities. ...
	12.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions				Documentation of international partnership projects. Reports on international partnerships' local impact. Statements from international partners on collaborations. ...
12.3 The local authority can identify, adapt, and implement successful practices so as to innovate in terms of knowledge, institutional settings, management, tools, and methodologies whenever needed.					
	12.3.1 Inter-departmental cooperation promoted to develop and implement innovative solutions.				Cross-Departmental Project Case Studies. Records of meetings fostering cross-departmental collaboration. Staff feedback on cross-departmental cooperation experiences. ...
	12.3.2 Local community members, businesses, and organisations offered a platform to propose innovative solutions or practices to address specific local challenges or improve services.				Records of community-sourced innovative proposals. Examples of community-inspired innovations in action. Feedback on community involvement in innovation. ...
How much do you agree with the following statement?	Our local authority is fully committed to the Principle of Openness to Change and Innovation as a fundamental aspect of our governance approach. We actively promote a culture of readiness for change and innovation among our government, public institutions, and public officials. Embracing new ideas and approaches, we continuously seek ways to enhance the resilience and quality of our public services. We understand the importance of evolving with changing expectations and realities and actively engage with others to draw on good practices and enhance knowledge. Our dedication to openness and innovation is a testament to our commitment to providing the best possible services to our community, adapting to meet their evolving needs.				

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