

European Label of Governance Excellence (ELoGE)

European Good Democratic Governance BENCHMARK

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Congress of Local and Regional Authorities
Centre of Expertise for Multilevel Governance

ELoGE
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Introduction

The ELoGE Benchmark is a self-assessment tool composed of 12 Principles; 36 Targets; and 72 Indicators.

Each of the 12 principles has been broken down into three Targets based on criteria set out in the Explanatory Memorandum to CM/Rec(2023)5.

Each Target has been further sub-divided into two detailed Indicators, which represent measures or activities contributing to attainment of the respective Target.

The assessment goes from 1 to 4, where 1 means that the key issues to be addressed are acknowledged but nothing, or very little, is done so far to address them; and 4 represents a situation where not only the issues are fully addressed in a sustainable manner but there are also some good practices to be shared with others.

The ELoGE Benchmark e-tool is available here as an easy-to-use digital version of the benchmark. It allows local authorities to carry out their self-assessment electronically, assign scores, record supporting evidence, and automatically calculate results at the level of Targets and Principles.

The e-tool is designed to support a transparent, structured, and participatory self-assessment process, enabling local authorities to identify strengths, address gaps, and promote continuous improvement in democratic governance.

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.

Target	Indicator	BEGINNING	DEVELOPING	MASTERING	INNOVATING	**<u>BEGINNING</u> - We are aware of the key issues and are considering action to be taken** **<u>DEVELOPING</u> - We acknowledge the key issues and are beginning to develop actions and policy responses** **<u>MASTERING</u> - We have well developed plans and activities to address key issues and can demonstrate results of implementation** **<u>INNOVATING</u> - We can show clear evidence of innovative practice and positive results embedded in our interventions**
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, including participatory budgeting for green initiatives, and referenda - organised regularly by the local authority.					Reports of regular stakeholders mapping and assessment. Records of public consultations, including meeting minutes, attendance logs, and feedback received. Records of participatory mechanisms implemented, including questions, participants list, etc. Dedicated functions/appointed councillors to coordinate participation processes Existence of external collaborations for the creation of participation processes. Existence of permanent committees and public assemblies on topics of public/general interest including environmental topics.
	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.					Composition of policy and decision-making bodies, includes gender breakdown. Minutes of meetings showing discussions or actions taken to address gender representation issues. Reports on the implementation of any local authority policies in the field of gender mainstreaming. Reports of the activities of any appointed councils (e.g., equal opportunities/gender policy, migrants, disability, Guarantor for

						the Rights of Prisoners and Women Prisoners) Mechanisms to include underrepresented groups in environmental decision-making processes.
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 (i.e., private or public) composed of representatives from diverse backgrounds and demographics within the community in decision-making processes.					Agreements or memoranda of understanding with intermediate bodies (i.e., private or public) specifying their roles and responsibilities in decision-making. Documentation of meetings and interactions between the local authority and intermediate bodies. Reports or testimonials from representatives of diverse backgrounds within the community about their involvement in decision-making processes. Regular consultations and feedback mechanisms on public policies, including environmental policies.
	1.2.2 The local authority actively seeks input from a broad spectrum of community representatives and stakeholders, including marginalised or under-represented groups.					Records of outreach efforts or consultations with marginalised or underrepresented groups. Documentation of initiatives aimed at promoting inclusivity in participation, such as language accessibility measures or arrangements for people with disabilities. Reports measuring impact of community groups inputs to decision-making processes. Publicly accessible platforms to share environmental information and collect public feedback. Efforts to engage civil society and partner with NGOs with expertise in environmental issues.
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.					Educational materials and resources developed, such as brochures, pamphlets, and online content. Records of voter education programmes conducted, including dates, locations, and participant feedback. Data on voter registration rates and voter turnout in local elections before and after implementing voter education initiatives. Information on Environmental decision-making processes published.

	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.					Polling station setup and management records kept, including locations, staffing, accessibility measures, independent observers and vote-counting procedures. Campaign regulations and guidelines in place, outlining rules for campaign financing, advertising, and conduct. Records demonstrating efforts to maintain the accuracy and security of voter registration systems, such as regular audits and security protocols. Access to environmental information should be ensured through these channels.
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. It is committed to engaging meaningfully with people, valuing their input in all our decision-making processes.**						

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).

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2.1 - Appropriate legislation, institutions, procedures, practices, and norms ensure the robust development, promotion, protection, and effective enjoyment of human rights, including environmental rights.						
	2.1.1 Regular human rights impact assessments, including of environmental wellbeing, of local policies and regulations are carried out, possibly in collaboration with local human rights organisations and environmental organisations.					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. Evidence on Environmental Impact Assessment of policies at local level (e.g., quality of the air, overall health of the environment, etc.) Evidence of policies to promote energy efficiency in housing and public buildings.
	2.1.2 Robust monitoring, reporting, and complaint mechanisms, including the presence of an Ombuds Institution, are established to address human rights infringements and environmental infringements.					The right to a clean, healthy and sustainable environment is recognised as a human right. Annual reports or summaries from the local Ombuds Institution or a similar oversight body. Records of individual complaint cases, including documentation of the complaint, the investigation process, and the resolution. Local authorities' participation in national or international human rights reporting mechanisms and/or networks. Evidence of environmental rights monitoring and reporting.
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, including human rights aspects of the environment, capacity-building activities or awareness raising initiatives for local authority employees and community stakeholders are delivered.					Attendance documentation for diversity and inclusion training sessions conducted for local authority 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. Reports on the implementation of local authority policies in relation to human rights aspects of the environment.
	2.2.2 Regulations have been drafted by the local authority to implement existing international and national anti-discrimination legislation, including access to a healthy environment.					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. Evidence of regulations protecting the right to a clean, healthy and sustainable environment.
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. Evidence of initiatives of green participatory budgeting for environmental projects.
	2.3.2 Community engagement initiatives adopted and implemented, including initiatives for environmental projects, and promoting harmony with nature.					Activity reports and summaries of initiatives Attendance records Feedback surveys and forms. Evidence of initiatives of participatory budgeting, for instance around issues of environmental concern.

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.**					

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.

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3.1 - Legality prevails and legal certainly is guaranteed, including a transparent, accountable, and democratic process for enacting laws.						
	3.1.1 Resolutions, procedures, regulations, including environmental laws, and other decisions are adopted in accordance with the rules laid down by law and published in an open and accessible format.					Outreach documentation (invitations, leaflets, newsletters, etc.). Meeting records at public meetings, hearings, or consultations related to the development or amendment of local laws and policies. Information material on feedback and input integration, such as leaflets and brochures. Defined means of access to retained documents Records of environmental decision-making processes
	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.					Reports summarising the local authorities' legal and policies actions and decisions, including the description of the process (council discussions, votes, etc.). 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). Decisionsrecords/databases/registries/logs that are publicly accessible (online and/or offline). Streaming and audio-visual recording of meetings of deliberative bodies.
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					Accessibility monitoring systems/metrics/indicators including data on the availability of services, access for

	municipal level, including on human rights aspect of the environment.					people with disabilities, information in several languages, etc. Service quality reports considering response time, service availability. Feedback records on municipal services. Records of remedies related to environmental issues.
	3.2.2 There are effective and proportionate remedies for inappropriate decisions or omissions and any resulting actions or inactions					Accessible and public documentation illustrating the legal safeguards framework in place at local authority level preventing the abuse of power by public officials. Capacity-building, trainings or awareness raising initiatives for employees / public officials on promoting equality, non-discrimination, and ethical conduct in the execution of their duties. Organisational chart publicly available. Community awareness initiatives informing residents on their rights and existing legal safeguards, such as legal protections and complaints/reporting mechanisms.
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.					Audit plans detailing how the local authority intends to conduct systematic audits of administrative decisions. Audit reports on administrative decisions, publicly accessible through the local authority's official website or administrative office. Decision templates allowing for integration of adequate motivation and compliance with legal requirement.
	3.3.2 Capacity-building and training programmes for municipal staff involved in making administrative decisions, including training on environmental regulations.					Training curricula / documentation. Feedback surveys and forms from participants. Monitoring systems for capacity-building and training programmes.
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.**						

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.

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4.1 - A comprehensive public ethics framework is established, encompassing strategies, legislation, regulations, codes of conduct, and guidance. This framework prioritises the public good, including environmental aspects, 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 activities to promote the Code of Conduct to officials. Compliance of Code of Conduct with environmental protection and sustainability principles. Local authority officials acknowledge receipt and understanding of the Code of Conduct. Evidence of consideration for environmental aspects within the ethical frameworks.
	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 Public awareness campaigns on ethical standards, anti-					

	corruption measures and reporting mechanisms.					Possibility of reporting on environmental damages in established reporting mechanisms. Campaign materials such as brochures, posters, or digital content address ethical standards and anti-corruption. Records of public engagement events or workshops promoting ethical behaviour. Analytics or metrics demonstrating reach and impact of the awareness campaigns. Public awareness campaigns on ethical standards, anti-corruption measures, and reporting mechanisms, including environmental ethics.
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, including those reporting environmental violations.					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. Evidence of whistle-blower protection in environmental reporting.
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.**						

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.

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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.					The local accountability document is published on the official website, ensuring it's easily accessible to the public (e.g., Performance reports, Staff objective report, etc.). Records of accountability workshops held for council staff. Public Feedback Log. Evidence of accountability in environmental decision-making and policy implementation.
	5.1.2 Comprehensive system of record-keeping, retention, classification and archiving of official documents.					Revised Legislation Document published on the official website. Documentation of Legislation Review Process. Public Accessibility Assessment on access to and understanding of revised legislation. Existence of a Code of Conduct and Transparency. Evidence of environmental record-keeping practices..
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.					Online platform gives residents access to detailed information about council decisions. Accessible archive of minutes of stakeholder meetings / decisions. Public Queries Register of citizens questions Records of environmental decisions and reviews.
	5.2.2 Regular reviews involving external stakeholders, including					Stakeholder meeting minutes. Records of sanction actions.

	environmental actors, are organised to ensure decision examination and sanction mechanisms.					External stakeholder feedback Records of environmental decisions and reviews.
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 attesting to the effectiveness of remediation protocols. Training Records. Remediation Outcome Stats. Evidence of remedies and training related to environmental issues.
	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. Evidence of remedies and training related to environmental issues.
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

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.

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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, including training on environmental policies and sustainable practices.					Website stats monitoring. User feedback on navigation ease, information accessibility, etc.. Record of registered users. Documentation of training programmes focused on environmental policies and sustainability Records of performance evaluations including assessments of environmental competence.
	6.1.2 Comprehensive system of record-keeping, retention, classification and archiving of official documents.					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 demonstrate commitment to data protection.
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. It includes plain-language summaries for better comprehension					Section Analytics Plain Language Summaries. Accessibility Compliance Records, Accessibility audit records. Presence of audio-visual documentation of deliberative body meetings Budget reports showing allocations for environmental management and sustainability.
	6.2.2 Regular opportunities are provided to present progress reports on key initiatives, including green initiatives, and to allow					Attendance Records including participant feedback. Meeting Minutes published capturing citizen input and actions taken.

	citizens to interact directly with local officials.					Pre- and post-event surveys to assess citizen expectations and satisfaction. Records of partnerships with environmental organisations and sustainability initiatives.
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, including green technologies and sustainable practices.					Adoption Rates on the number of residents using digital solutions to access services. User Feedback on usability. Helpdesk Inquiries. Documentation of initiatives promoting green technologies and innovation in sustainability.
	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.**						

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.

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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, including environmental sustainability goals, thereby guaranteeing the delivery of high-quality services at all levels.						
	7.1.1 The local authority publishes an annual report highlighting the progress made in achieving the objectives and targets defined in the strategic and operational plans within the planned timeframe. The report includes a detailed indication of the distribution and use of resources, demonstrating efficiency.					Completed projects and objectives records. Budgets showing resource use, including the transparent allocation of funds for environmental initiatives. User and stakeholder feedback. Evidence of measures to encourage energy efficiency in use of public funds …
	7.1.2 Periodic reviews of service delivery through organisation of cross-department and stakeholders' meeting.					Meeting minutes and action plans. Feedback surveys from attendees. Reports on service improvements. Published financial reports detailing environmental expenditures.
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, including resource efficiency.					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. Audit reports assessing resource use and achievement of environmental objectives. 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. Reports of measures taken to promote energy efficiency in public buildings. Documentation of staff training programmes. User and stakeholder feedback.
	7.3.2 Citizen feedback mechanisms enable the 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

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.

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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.					Periodic reports showcasing the diversity within the local authority's workforce. Documentation of diversity-related training sessions provided to staff. Records of community engagement initiatives that reflect the authority's commitment to inclusivity.…
	8.1.2 Local authority organises regular staff workshops and training sessions on innovation and continuous learning.					Records of innovation workshops and training sessions. Capacity-building activities fostering green administration Activities and policies to drive innovation and stimulate environmentally conscious initiatives Attendees' Satisfaction Surveys or feedback forms Reports highlighting innovative ideas or projects initiated by staff following the workshops.
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 organisational 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 The local authority runs a programme of training sessions for employees and attendance records to support skills improvement.					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

Government, public institutions and public officials should be responsive to the legitimate expectations and needs of those whom they serve.

Target	Indicator	BEGINNING	DEVELOPING	MASTERING	INNOVATING	**BEGINNING - We are aware of the key issues and are considering action to be taken** **DEVELOPING - We acknowledge the key issues and are beginning to develop actions and policy responses** **MASTERING - We have well developed plans and activities to address key issues and can demonstrate results of implementation** **INNOVATING - We can show clear evidence of innovative practice and positive results embedded in our interventions**
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, including on environmental issues.					Documented community needs assessments. Meeting minutes or survey summaries from assessments. Organisation of working groups with representative stakeholders. Case studies showing how identified needs were addressed.
	9.1.2 Established public consultation mechanism (e.g., platform or advisory committee) to gather input from residents on service priorities and improvements needed.					Meeting minutes or reports from consultation mechanism. Records of feedback gathered online, including participant numbers and key themes. Proof of actions taken in response to resident input. Records of community input on environmental issues. …
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 Accessible annual report on the number and types of complaints received, resolutions reached and actions taken to address systemic issues.					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

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.

Target	Indicator	BEGINNING	DEVELOPING	MASTERING	INNOVATING	**BEGINNING - We are aware of the key issues and are considering action to be taken** **DEVELOPING - We acknowledge the key issues and are beginning to develop actions and policy responses** **MASTERING - We have well developed plans and activities to address key issues and can demonstrate results of implementation** **INNOVATING - We can show clear evidence of innovative practice and positive results embedded in our interventions**
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 including open and transparent procurement practices.					Published strategy report. Evidence of policy integration in budgetary decisions and projects. Annual progress reports demonstrating policy implementation. Procurement rules and procedures.
	10.1.2 Regular sustainability impact assessments on Economic Policies evaluating the societal and environmental impact of economic and financial policies					Regular sustainability impact assessment reports. Summaries of findings, alongside stakeholder engagement records. Documentation illustrating how financial policies align with local development plans….
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 local authority'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 Implement a system to continuously monitor and update key risk indicators, provide regular updates on the status of potential risks and actions taken to manage them.					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.**						

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.

Target	Indicator	BEGINNING	DEVELOPING	MASTERING	INNOVATING	**<u>BEGINNING</u> - We are aware of the key issues and are considering action to be taken** **<u>DEVELOPING</u> - We acknowledge the key issues and are beginning to develop actions and policy responses** **<u>MASTERING</u> - We have well developed plans and activities to address key issues and can demonstrate results of implementation** **<u>INNOVATING</u> - We can show clear evidence of innovative practice and positive results embedded in our interventions**
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.						
	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).					Regular reports on the impact of policies and decisions on the administration, community, and environment over time. Specific examples where policies were modified based on assessment results to better align with resilience, sustainability, and intergenerational equity principles. Maintain records of stakeholder engagement activities, showing how their input has influenced decision-making and policy adjustments.
	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.					Attendance Logs of community attendance at workshops, seminars, and events in the public engagement and education programmes. Awareness raising and education on the environment are accessible to everyone
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. Reports and contributions from relevant stakeholders (historians, cultural organisations, community groups).
	11.2.2 The local authority involves the community in decisions that have an impact on historical and cultural heritage and community life.					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, reflecting on the nature, content, and implications of the right to a clean, healthy, and sustainable environment as a human right.					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.**						

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.

Target	Indicator	BEGINNING	DEVELOPING	MASTERING	INNOVATING	**BEGINNING - We are aware of the key issues and are considering action to be taken** **DEVELOPING - We acknowledge the key issues and are beginning to develop actions and policy responses** **MASTERING - We have well developed plans and activities to address key issues and can demonstrate results of implementation** **INNOVATING - We can show clear evidence of innovative practice and positive results embedded in our interventions**
12.1 - A climate favourable to adaptions, 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.						
	12.1.1 Comprehensive guidelines for conducting regular self-evaluations, fostering decision-making flexibility, and implementing continuous learning mechanisms established / adopted.					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. Records of initiatives promoting innovation in environmental sustainability.
	12.1.2 Innovation and openness promoted through capacity-building initiatives, encompassing change management and cultural competence programmes.					Capacity-Building Programme Documentation. Innovation Success Stories. Staff Surveys and Feedback. Documentation of staff proposals and implementations of environmental innovations.
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 organisations, including environmental organisations, and experts.					Knowledge Exchange Reports. Collaborative Project Agreements. Insights from participants in knowledge exchange activities. Records of best practices in environmental sustainability being identified and evaluated.
	12.2.2 The local authority develops and participates in international partnerships and projects,					Documentation of international partnership projects.

	with the aim of bringing valuable international knowledge and experience to the benefit of the local community.					Reports on international partnerships' local impact. Statements from international partners on collaborations. Policies and incentives to drive creation of environmentally conscious initiatives
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. Records of best practices in environmental sustainability being identified and evaluated.
	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, including addressing environmental issues.					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.**						

Website

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The Council of Europe is the continent's leading human rights organisation. It comprises 46 member states, including all members of the European Union. The Congress of Local and Regional Authorities is an institution of the Council of Europe, responsible for strengthening local and regional democracy in its 46 member states. Composed of two chambers – the Chamber of Local Authorities and the Chamber of Regions – and three Committees, it comprises 612 elected representatives representing more than 150,000 local and regional authorities.

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