

1. Core principle: Behaving with integrity, demonstrating strong commitment to ethical values, respecting the rule of the law			
Supporting Principles:	To Achieve this MWDA will:	This is evidenced by:	What we will do to improve:
<ul style="list-style-type: none"> <li>Behaving with Integrity</li> <li>Demonstrating a Strong Commitment to Ethical Values</li> <li>Respecting the Rule of the Law</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that the Authority’s leadership sets a tone for the organisation by creating a climate of openness, support and respect.</li> <li>Ensure that standards of conduct and personal behaviour expected of Members and staff, of work between Members and staff and between the Authority, its partners and the community are defined and communicated through codes of conduct and protocols.</li> <li>Maintain and develop policies that ensure that Members and employees of the Authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders.</li> <li>Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectation and communicate these with Members, staff, the community and partners.</li> <li>Work with Members’ constituent authorities to promote and maintain high standards of conduct.</li> <li>Ensure that systems and processes are designed in conformity with appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Annual Governance Statement</li> <li>Annual Governance Assessment and Action Plan</li> <li>Code of Corporate Governance</li> <li>Corporate Plan</li> <li>Authority Reports and minutes</li> <li>Anti-Fraud and Corruption Strategy</li> <li>Whistleblowing Policy</li> <li>Corporate Training Plan</li> <li>Competency Framework</li> <li>Internal Audit Reports</li> <li>Register of Interests</li> <li>Register of Gifts and Hospitality</li> <li>Comments and Complaints Procedure</li> <li>Constitution</li> <li>Authority Procedural Rules</li> </ul>	<p>CG1: Delivery of an annual Service Delivery Plan</p> <p>CG6: Commence procurement of the replacement services currently delivered under the existing Waste Management &amp; Recycling Contract.</p> <p>CG10: To implement the MRWA Zero Waste Strategy 2040 so that it is embedded in the Authority’s procedures and processes</p> <p>CG12: Review effectiveness of the Audit Committee, including the role of recently appointed Independent member</p>

	<p>ethical standards, and monitor their continuing effectiveness in practice.</p> <ul style="list-style-type: none"> <li>• Maintain whistle-blowing arrangements to which staff and all those contracting with the Authority have access.</li> <li>• Actively recognise the limits of lawful activity placed on the Authority by, for example, the ultra vires doctrine but also strive to utilise powers to the full benefit of the communities it serves Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law.</li> <li>• Observe all specific legislative requirements placed upon the Authority, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice – into its procedures and decision-making processes.</li> <li>• Ensure that those making decisions, whether for the authority or the partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications.</li> <li>• Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately.</li> </ul>	<ul style="list-style-type: none"> <li>• Information Procedural Rules</li> <li>• Contract Procedural Rules</li> <li>• Financial Procedural Rules</li> <li>• Scheme of Delegation</li> <li>• Code of Conduct for Members</li> <li>• Code of Conduct for Officers</li> <li>• Declarations of Interest by Members</li> <li>• Declarations of Interest by Senior Officers</li> <li>• Equality and Diversity Policy</li> <li>• Legal/QC advice sought where appropriate and collated centrally</li> <li>• Legislative Monitoring through subscription service and officer research role</li> <li>• Procurement of legal services through the NW Legal Consortium</li> <li>• Monitoring Officer attendance at LCR Heads of Legal Group</li> </ul>	
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**2. Core Principle: Ensuring openness and comprehensive stakeholder engagement:**

Supporting Principles:	To Achieve this MWDA will:	This is evidenced by:	What we will do to improve:
<ul style="list-style-type: none"> <li>• Openness</li> <li>• Engaging Comprehensively with institutional stakeholders</li> <li>• Engaging stakeholders effectively, including citizens and service users</li> </ul>	<ul style="list-style-type: none"> <li>• Use the organisation’s shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the Authority.</li> <li>• In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners’ behaviour both individually and collectively.</li> <li>• Continue to develop the LCR Waste Partnership and Zero Waste Strategy 2040 and Action Plan.</li> <li>• Produce and publish seasonal updates and an Annual Report to monitor the Authority’s performance and the quality of its services.</li> <li>• When working in partnership ensure that Members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the Authority.</li> <li>• When working in partnership:</li> </ul>	<ul style="list-style-type: none"> <li>• Constitution</li> <li>• Performance Management Framework</li> <li>• JRWMSM in place</li> <li>• Statutory Performance Targets</li> <li>• Lead role in LCR Partnership</li> <li>• Stakeholder Liaison Panel Mechanism</li> <li>• Member Forward Planning Panel</li> <li>• Involvement in Constituent Districts Scrutiny processes</li> <li>• Inter Authority RRC Agreement with Halton</li> <li>• Representation on Joint Boards</li> <li>• Project Plans, Statement of Funding and representation on Project Boards (E.g. Procurement)</li> </ul>	<p>CG1: Delivery of an annual Service Delivery Plan</p> <p>CG2: Identify strategic direction of the Authority’s budget with Members and Districts early in year</p> <p>CG5: To complete a revised IAA with LCR districts and Halton Borough Council</p> <p>CG6: Commence procurement of the replacement services currently delivered under the existing Waste Management &amp; Recycling Contract.</p> <p>CG10: To implement the MRWA Zero Waste Strategy 2040 so that it is embedded in the Authority’s procedures and processes</p>

	<ul style="list-style-type: none"> <li>• Ensure that there is clarity about the legal status of the partnership through formal agreements such as an Inter Authority Agreement or MOU.</li> <li>• Ensure that protocols are in place to make clear the extent of a representative's authority to bind their organisation to partner decisions.</li> <li>• Continue to develop effective arrangement to identify and deal with failure in service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Memorandum of Understanding with constituent councils re: Waste Development Fund</li> <li>• Shareholders Agreement</li> <li>• Lead role in LCR Waste Partnership Terms of Reference</li> <li>• Citizens Juries Mechanism</li> <li>• Monitoring Officer attendance at LCR Heads of Legal Group</li> </ul>	
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### 3. Core Principle: Defining Outcomes in terms of sustainable, economic, social and environmental benefits

Supporting Principles:	To Achieve this MWDA will:	This is evidenced by:	What we will do to improve:
<ul style="list-style-type: none"> <li>• Defining Outcomes</li> <li>• Sustainable economic, social and environmental benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and promote the Authority's purpose and vision through its Corporate Plan.</li> <li>• Ensuring fair access to services</li> <li>• Delivering defined outcomes on a sustainable basis within the resources that will be available</li> <li>• Managing service users' expectations effectively with regard to determining</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Management Framework</li> <li>• Annual Plan</li> <li>• Service Delivery Plan</li> <li>• Team meeting/briefings</li> <li>• Service Delivery Plans for Waste Contracts</li> </ul>	<p>CG1: Delivery of an annual Service Delivery Plan</p> <p>CG2: Identify strategic direction of the Authority's budget with Members early in the year.</p> <p>CG7: Prepare, review and monitor the Authority's Treasury</p>

	<p>priorities and making best uses of the resources available.</p> <ul style="list-style-type: none"> <li>• Considering and balancing the combined economic, social and environmental impact of policies and plans when taking decisions about service provision</li> <li>• Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible.</li> <li>• Ensure value for money which takes account of sustainable delivery of services and improved environmental performance</li> </ul>	<ul style="list-style-type: none"> <li>• Treasurer reviews and reports future financial strategies and levy option to Members and Treasurers Group</li> <li>• Capital Strategy reviewed annually</li> <li>• Forward Planning Panel</li> <li>• Forward Plan and Annual Timetable of Meeting</li> <li>• Statement of Accounts</li> <li>• Budget Reports</li> <li>• Social Responsibility Strategy &amp; Policy</li> <li>• Climate Action Plan</li> <li>• Sustainable Procurement Strategy &amp; Policy</li> <li>• Sustainable Development Strategy &amp; Policy</li> <li>• Environment Strategy &amp; Policy</li> <li>• EMS System</li> <li>• Environmental Monitoring Systems</li> <li>• Community Fund</li> </ul>	<p>Management and Capital Strategies</p> <p>CG10: To implement the MRWA Zero Waste Strategy 2040 so that it is embedded in the Authority’s procedures and processes</p>
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#### 4. Core Principle: Determining the interventions necessary to optimise the achievement of the intended outcomes

Supporting Principles:	To Achieve this MWDA will:	This is evidenced by:	What we will do to improve:
<ul style="list-style-type: none"> <li>• Determining interventions</li> <li>• Planning interventions</li> <li>• Optimising achievement of intended outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• On an annual basis, publish an Annual Report giving information on the Authority’s vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period.</li> <li>• Make clear to Members, all staff and the community, to whom they are accountable and for what.</li> <li>• Ensure that clear channels of communication are in place with all sections of the community and other stakeholders including monitoring arrangements to ensure that they operate effectively.</li> <li>• Ensure that the Authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Management Framework</li> <li>• Corporate Plan</li> <li>• Service Delivery Plan</li> <li>• Member Forward Planning Panel</li> <li>• Scrutiny items considered by full Authority</li> <li>• Scrutiny items reported on website</li> <li>• Business Continuity Plan</li> <li>• Staff Development Scheme</li> <li>• HR Strategy</li> <li>• Staff Development Scheme</li> <li>• Competency Framework</li> <li>• Quarterly Budget Monitoring Reports</li> <li>• Financial Strategy (reviewed annually)</li> </ul>	<p>CG1: Delivery of an annual Service Delivery Plan</p> <p>CG3: Delivery of the Employee Corporate Training Programme</p> <p>CG4: Implement recommendations of recent Internal Audit review into cyber security</p> <p>CG6: Commence procurement of the replacement services currently delivered under the existing Waste Management &amp; Recycling Contract</p> <p>CG10: To implement the MRWA Zero Waste Strategy 2040 so that it is embedded in the Authority’s procedures and processes</p> <p>CG12: Review effectiveness of the Audit Committee, including the role of recently appointed Independent member</p>

	<ul style="list-style-type: none"> <li>• Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making</li> <li>• Consider stakeholders to whom the Authority is accountable and assess the effectiveness of the relationships and any changes required.</li> <li>• Ensure that the communications strategies and contractual arrangements establish the types of issues the Authority will meaningfully consult on or engage with the public and service users, including a feedback mechanism for those consultees to demonstrate what has changed as a result</li> <li>• Produce an annual report on scrutiny function activity within the Authority's Annual Report.</li> <li>• Hold meetings in public unless there are good reasons for confidentiality.</li> <li>• Ensure arrangements are in place to enable the Authority to engage with all sections of the community effectively. These arrangements will recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands.</li> </ul>	<ul style="list-style-type: none"> <li>• Service Level agreements (St Helens, Merseytravel)</li> <li>• WMRC Service Delivery Plans identified annually</li> <li>• Communications Strategy</li> <li>• Communications Policy</li> <li>• Social Media Policy</li> </ul>	<p>CG13: Conclude a new approach to Levy Mechanism – as agreed between District Councils</p>
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**5. Core Principle: Developing the entity’s capacity, including the capability of its leadership and the individuals within it**

Supporting Principles:	To Achieve this MWDA will:	This is evidenced by:	What we will do to improve:
<ul style="list-style-type: none"> <li>• Developing the entity’s capacity</li> <li>• Developing the capability of the entity’s leadership and other individuals</li> </ul>	<ul style="list-style-type: none"> <li>• Develop skills on a continuing basis through staff and Member training and development programmes to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed.</li> <li>• Ensure that effective arrangements are in place for reviewing the performance of the Authority as a whole and of individual Members and agreeing an action plan which might for example aim to address any training or development needs.</li> <li>• Develop the Authority’s strategies and policies to ensure that effective arrangements are in place, designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the Authority</li> <li>• Ensure that career structures are in place for Members and officers to encourage participation and development</li> </ul>	<ul style="list-style-type: none"> <li>• Constitution</li> <li>• Staff Development Scheme</li> <li>• Competency Framework</li> <li>• Corporate Training Plan</li> <li>• Officer Training and Development Plans</li> <li>• Member Training and Development Plans</li> <li>• Code of Conduct for Members</li> <li>• Chief Executive role defined in Authority Procedural Rules</li> <li>• Job Descriptions and Person Specifications</li> <li>• Service Plans</li> <li>• Statutory Officer Roles</li> <li>• HR Strategy</li> <li>• Recruitment and Retention Policy</li> <li>• Organisational Structure</li> </ul>	<p>CG3: Delivery of the Employee Corporate Training Programme</p> <p>CG8: To develop a programme of review for Authority Policies and Procedures for Member approval</p> <p>CG12: Review effectiveness of the Audit Committee, including the role of recently appointed Independent member</p>

	<ul style="list-style-type: none"> <li>• Provide induction programmes tailored to individual needs and opportunities for Members and officers to update their knowledge on a regular basis.</li> <li>• Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the organisation.</li> <li>• Assess the skills required by Members and officers to support their role with the Authority and make a commitment to develop those skills to enable roles to be carried out effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Management Training Programme</li> <li>• Skills Audits</li> <li>• Induction Policy</li> <li>• Staff Development Scheme includes Statutory Officers</li> <li>• Scheme of Delegation</li> </ul>	
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## 6. Core Principle: Managing risks and performance through robust internal control and strong public financial management

Supporting Principles:	To Achieve this MWDA will:	This is evidenced by:	What we will do to improve:
<ul style="list-style-type: none"> <li>• Managing Risk</li> <li>• Managing performance</li> <li>• Robust internal control</li> <li>• Managing Data</li> <li>• Strong public financial management</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to embed risk management into the culture of the authority, with members and managers at all levels recognising that risk management is part of their jobs.</li> <li>• Maintain an effective Scheme of Delegation, ensuring that the Chief Executive is responsible and accountable to the Authority for all aspects of operational management.</li> <li>• Publish the Authority's Service Delivery Plan on a timely basis each year to communicate the Authority's activities and achievements, its financial position and performance.</li> <li>• Set out clearly the respective roles and responsibilities of the Authority's Members and senior officers.</li> <li>• Ensure that the Authority's Corporate Plan and key strategies are developed through robust mechanisms, and in consultation</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management Strategy</li> <li>• Templates for Key and Executive Decisions includes risk assessment</li> <li>• Corporate Risk Register</li> <li>• Performance Management Framework</li> <li>• Code of Corporate Governance</li> <li>• Annual Corporate Governance Assessment</li> <li>• Health &amp; Safety System</li> <li>• Primary Assurance Group (PAG)</li> <li>• Annual Governance Statement</li> <li>• Annual Plan</li> <li>• Service Delivery Plan</li> <li>• Quarterly Performance Reports</li> <li>• Data Management Strategy</li> <li>• Internet and Email Policy</li> </ul>	<p>CG1: Delivery of an annual Service Delivery Plan</p> <p>CG2: Identify strategic direction of the Authority's budget with Members early in the year.</p> <p>CG4: Implement recommendations of recent Internal Audit review into cyber security</p> <p>CG7: Prepare, review and monitor the Authority's Treasury Management and Capital Strategies</p> <p>CG10: To develop a programme of review for Authority Policies and Procedures for Member approval</p>

	<p>with the local community and other key stakeholders, and that they are clearly articulated and disseminated</p> <ul style="list-style-type: none"> <li>• Maintain the Member/Officer Protocol to ensure that a shared understanding of roles and objectives is maintained.</li> <li>• Ensure that the Clerk to the Authority and the Monitoring Officer are responsible for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with.</li> <li>• Maintain effective mechanisms to monitor service delivery.</li> <li>• Ensure that the Treasurer to the Authority (the equivalent S151 officer) is responsible for providing appropriate advice on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system for internal financial control.</li> <li>• Consider the terms and conditions for remuneration of Members and officers and an effective structure for managing the process</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-Fraud and Corruption Strategy</li> <li>• Whistleblowing Policy</li> <li>• Comments and Complaints Procedure</li> <li>• Financial Strategy</li> <li>• Annual Outturn and Financial Statements</li> <li>• Quarterly Report including performance outturn</li> <li>• Statement of Accounts</li> <li>• Treasurer included in Chief Finance Officer Meetings</li> <li>• Statutory Officer Roles</li> <li>• Procedural Rules</li> <li>• Scheme of Delegation</li> <li>• Record of Sub-Delegations</li> <li>• Committee Structure</li> <li>• Statutory Instruments</li> <li>• Job Descriptions</li> <li>• Business Continuity Plan</li> <li>• Monitoring Officer attendance at LCR Heads of Legal Group</li> </ul>	<p>CG10: To implement the MRWA Zero Waste Strategy 2040 so that it is embedded in the Authority’s procedures and processes</p> <p>CG11: To respond to the recommendations arising from the external auditors’ review of the Authority’s accounts and value for money.</p> <p>CG12: Review effectiveness of the Audit Committee, including the role of recently appointed Independent member</p>
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## 7. Core Principle: Implementing good practices in transparency, reporting and audit to deliver effective accountability

Supporting Principles:	To Achieve this MWDA will:	This is evidenced by:	What we will do to improve:
<ul style="list-style-type: none"> <li>• Implementing good practice in transparency</li> <li>• Implementing good practice in reporting</li> <li>• Assurance and effective accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Have regard to relevant Scrutiny Committee Reports of partner Authority's where written notice requires the Authority's consideration.</li> <li>• Develop and maintain effective, transparent and accessible arrangements for dealing with complaints</li> <li>• Maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and consideration on which decisions are based.</li> <li>• Deliver an effective scrutiny function through the Authority's Procedural Rules and Scheme of Delegation, which encourages constructive challenge and enhances the Authority's performance overall and that of any organisation for which it is responsible.</li> <li>• Develop and maintain arrangements to safeguard Members and employees against conflicts of interest.</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency Reporting of Expenditure</li> <li>• Website</li> <li>• Transparency Senior/Officer Salary/Contracts</li> <li>• Comments and Complaints Procedure</li> <li>• Whistleblowing Procedure</li> <li>• Constitution</li> <li>• Report Writing Guide for Officers</li> <li>• Authority Reporting using standard template for key paragraphs</li> <li>• Forward Plan and Annual Timetable of Meetings</li> <li>• Procedural Rules</li> <li>• Scheme of Delegation</li> <li>• Declaration of Interest</li> </ul>	<p>CG9: To co-ordinate with SLT and Internal Audit to agree the Annual Internal Audit Plan</p> <p>CG11: To respond to the recommendations arising from the external auditors' review of the Authority's accounts and value for money.</p> <p>CG12: Review effectiveness of the Audit Committee, including the role of recently appointed Independent member</p>

	<ul style="list-style-type: none"> <li>• Develop and maintain an effective audit function through the Authority’s board and where appropriate, the Audit and Governance Committee.</li> <li>• Review the Corporate Plan and its impact on the Authority’s governance arrangements on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>• Scrutiny items considered by full Authority</li> <li>• Scrutiny items reported on website</li> <li>• Audit and Governance Committee</li> <li>• Regular Audits (internal &amp; external)</li> <li>• Audit outcomes reported to the Authority</li> <li>• Code of Corporate Governance</li> <li>• Annual Corporate Governance Assessment</li> <li>• Primary Assurance Group (PAG)</li> <li>• Annual Governance Statement</li> <li>• Treasurer reviews and reports future financial strategies and levy options to Members and Treasurers Group</li> <li>• Capital Strategy reviewed annual</li> <li>• CIPFA Membership</li> <li>• Quarterly Budget Monitor</li> <li>• Statement of Accounts</li> </ul>	
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