
To: Audit, Scrutiny and Risk Board

On: 26 September 2017

Report by: Director of Finance and Resource Services

Heading: Annual Review of Compliance with the Local Code of Corporate Governance

1. Summary

- 1.1 Corporate governance is the name given to the system by which Councils direct and control their functions. It is about ensuring that councils do the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.
- 1.2 This report reviews the Council's Local Code of Corporate Governance and provides evidence of how the Council complies with the code. *Delivering Good Governance in Local Government: Framework*, published by CIPFA in association with Solace in 2007, set the standard for local authority governance in the UK. CIPFA and Solace reviewed the Framework in 2015 to ensure it remains 'fit for purpose' and published a revised edition in spring 2016. The new code places greater emphasis on relationship and behaviours between elected members and senior management; performance reporting; and council and service level plans.
- 1.3 The code reflects the increased importance placed by the Council on self-assessment and activities involving greater scrutiny of services. It also links to the Best Value criteria where governance and accountability are key elements against which the Council is assessed.
- 1.4 The evidence presented in Appendix 1 demonstrates that strong governance arrangements are in place within the Council and that Councillors and Officers are working together to lead and manage the Council in order to provide vital public services.
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2. Recommendations

- 2.1 The Audit, Risk and Scrutiny and Board is asked to:
- note the Council's compliance with the Local Code of Corporate Governance which is set out in Appendix 1 of this report; and

- agree that the Local Code of Corporate Governance should be reviewed again in 2018.

3. **Background**

- 3.1 The Council reviews its Local Code of Corporate Governance annually, and last reviewed and approved its code and the supporting evidence of compliance, in March 2016. The new code places greater emphasis on relationships and behaviours between elected members and senior management; performance reporting; and council and service level plans.
- 3.2 The Council's Local Code of Corporate Governance covers the seven core principles which bring together the main elements of Council business. These are:
1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
 2. Ensuring openness and comprehensive stakeholder engagement
 3. Defining outcomes in terms of sustainable economic, social, and environmental benefits
 4. Determining the interventions necessary to optimise the achievement of the intended outcomes
 5. Developing the entity's capacity, including the capability of its leadership and the individuals within it
 6. Managing risks and performance through robust internal control and strong public financial management
 7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability
- 3.3 Evidence of how the Council complies with the updated Local Code of Corporate Governance including examples of the systems, processes and documents in place, is detailed under each of the seven core principles in Appendix 1 of this report.
- 3.4 The framework is reviewed by Internal Audit, who will decide if they are satisfied with the adequacy and effectiveness of the code and the extent to which the Council has complied with it, and will report their findings to the Audit, Risk and Scrutiny Board.
- 3.5 The Council has been subject to a Best Value Audit from January to June 2017. Governance and accountability are part of the Best Value duty for all local authorities. There were some recommendations for the council to review its governance arrangements with Renfrewshire Leisure; to review membership of Audit, Scrutiny and Risk Board; and improve cross-party working.

Director of Finance and Resources

September 2017

Implications of the Report

1. **Financial** – *none*
2. **HR & Organisational Development** -
3. **Community Planning** –
4. **Legal** - *none*
5. **Property/Assets** - *not applicable.*
6. **Information Technology** -
7. **Equality & Human Rights** -
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - *not applicable.*
9. **Procurement** – *not applicable*
10. **Risk** - The Council must comply with CiPFAs Local Code of Corporate Governance.
11. **Privacy Impact** - *not applicable.*
12. **Cosla Policy Position** – *enter details or not applicable.*

List of Background Papers

- (a) none

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Appendix 1

PRINCIPLE 1: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
1.1 Behaving with integrity	Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation.	Code of conduct for employees and Councillor's Code of Conduct	The Council has adopted a code of conduct for its employees. In addition, the Councillors' Code, which was introduced by the Ethical Standards in Public Life etc. (Scotland) Act 2000, sets out a protocol for relations between councillors and employees. A revised code of conduct was approved by the Scottish Parliament and came into effect on 21 st December 2010.
1.1.1		Protocol for Relationships between Political Groups, Elected Members and Officers	The Council's elected member and inter-party protocols and protocol for member / officer relations were reviewed and combined into one composite protocol which was approved by the Finance and Resources Policy Board on 12 th November 2014.
		Code of corporate governance	The Council complies with this requirement through its Code of Corporate Governance which details the organisation's governance arrangements. This is in line with national guidance and is updated on an annual basis.
		Scheme of delegation	The Council's scheme of delegation ensures that decisions are made at the lowest or most local level consistent with the nature of the issues involved. With the exception of those powers which cannot be delegated or have been reserved to the Council. These functions have been delegated to Boards and committees, the Chief Executive, Directors and Heads of Service and other officers, including statutory appointments of officers. The scheme is reviewed on a regular basis. The scheme is regularly reviewed and a full review

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			was carried out in 2015 which resulted in a revised scheme being approved by Council on 25 September 2015. This addressed changes arising from a number of major initiatives including: the expansion of Renfrewshire Leisure Limited to include cultural and other related services and facilities; the creation of an Integration Joint Board as part of the implementation of health and social care integration; the merger of the Education Service with those elements of the Social Work service relating to children and families and criminal justice that are remaining within the Council; and the Council's involvement in the Glasgow City Region City Deal. A further review took place following the local elections in 2017, which has resulted in the Council now reduced from 6 to 4 Policy Boards.
1.1.2	Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles)	Code of Conduct for Councillors Code of Conduct for employees Protocol for relationships between Political Groups, Elected Members and Officers	The Council currently complies with the requirement through its Code of Conduct for employees and the Councillors' Code, which sets out a protocol for relations between councillors and employees which has been issued to all elected members. The Council's elected member and inter-party protocols and protocol for member/officer relations have recently been reviewed. These protocols were combined into one composite protocol which was approved at the Finance and Resources Policy Board on 12th November 2014.
1.1.3	Leading by example and using these standard operating principles or values	Codes of conduct	The various codes of conduct determine how officers and members work within partnerships,

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	as a framework for decision making and other actions.		and the shared values that they will demonstrate.
1.1.4	Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively.	Council Plan and Local Outcome Improvement Plan (LOIP)	The Council complies with this requirement through the Council Plan and Local Outcome Improvement Plan (LOIP) which are being reviewed during 2017. The plans highlight the key role that the Council will play in terms of delivering on the key targets and outcomes that it is committed to delivering with its partners.
		Register of Interests for Senior Officers	The Council has a register of interests for Senior Officers. Information contained on the register is subject to Freedom of Information. The register was last refreshed in July 2017. Officers are contacted on a 6-monthly basis to update the register.
		Whistle blowing policy	Information from the register of senior officers' interests was published from 28 October 2016 on the Council's website. Renfrewshire was the only Council in Scotland that had published information on the interests of its senior officers.
		Complaints Policy	The Council has a whistle blowing policy which is part of the employees' code of conduct.
			The Council implemented a new two stage complaints handling procedure in April 2013 as per new guidance from the Scottish Public Service Ombudsman. The time taken to respond to complaints is monitored by services. A report is submitted to the Audit, Risk and Scrutiny Board on our annual complaints data.
			A new complaints handling procedure for Social Work complaints was introduced in April 2017. This new process was implemented to bring social

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			work complaints in line with the public sector complaints handling arrangements.
		Codes of conduct	The various codes of conduct determine how officers and members work within partnerships and the shared values that they will demonstrate.
		Register of interests	In relation to declarations of interest, members regularly update their register of interests every six months. The Head of Corporate Governance wrote to members in July 2017 relative to advice by the Standards Commission for Scotland to advise that Minutes should include a brief explanation of the individual nature of the interest and to assist members, the agenda item has been modified to remind them to provide such an explanation on every occasion the interest is declared. Declarations of interest are minuted and are available for public view on each members online profile page on the website.
1.2	Demonstrating strong commitment to ethical values		
1.2.1	Seeking to establish, monitor and maintain the organisation's ethical standards and performance.	Protocol for Relationships between Political Groups, Elected Members and Officers	Any alleged contraventions of the Ethical Standards in Public Life etc (Scotland) Act 2000 would be referred for investigation to the Commissioner for Ethical Standards in Public Life. And thereafter for consideration by the Standards Commission appointed by Scottish Ministers. Where a hearing involving members of Renfrewshire Council has taken place, the outcome of this is reported to the Council. Since August 2009 all Council and Board agendas include an item in relation to declarations of interest.

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		Councillors' Register of Interests	Councillors hold public office under the law and must observe the rules of conduct stemming from the law, the Code of Conduct for Councillors and any guidance from the Standards Commission and the rules, standing orders and regulations of the Council. In addition, the Council has developed an inter party protocol which highlights that Political Groups have the responsibility not to require individual Councillors to vote on party lines in respect of decisions where group decision-making would be unlawful, contrary to the Councillors' Code of Conduct or against any Council approved guidance; in particular on planning applications, specific regulatory matters, employment issues affecting individuals, all matters coming before the Audit, Risk and Scrutiny Board or any matter which requires to be determined on the basis of evidence given to or the findings of a forum on which Councillors serve. Members are required to register their interests in terms of the Code of Conduct for Councillors' and declare these interests at meetings. Declarations of interest are minuted and are available for public view on each members online profile page on the website. The Council has a register of interests for Senior Officers. Information contained on the register is subject to Freedom of Information. The register was refreshed in July 2016. Officers are contacted on a 6-monthly basis to update the register. Information from the register of Senior Officers' interests was published from 28 October 2016 on the Council's website. Renfrewshire was the only
		Register of interests for Senior Officers	

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			Council in Scotland that had published information on the interests of its senior officers.
1.2.2	Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation.	Provision of ethical awareness training/code of conduct	A Performance, Development and Review Policy, Guidance and Competency Frameworks for all levels across the Council will replace the current frameworks of MTIPD and MDP. The competency framework will be designed to align with the Council's values and behaviours. This will enable services and individuals to identify areas for development and engage in effective workforce capability building and job ready activities to foster the organisations performance culture. In addition, training sessions on the responsibilities of the Code of Conduct for Councillors are held regularly every year, conducted by the Head of Corporate Governance. Councillors have access to road shows delivered by the Standards Commission on the implementation of the Code of Conduct for Councillors. An annual register of training delivered for Councillors is available online. A welcome and induction package of events was delivered for newly-elected and returning Councillors following the local government election in May 2017. Notice of further development events and opportunities is issued to Councillors each month.
1.2.3	Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values.	Appraisal processes take account of values and ethical behaviour	A Performance, Development and Review Policy, Guidance and Competency Frameworks for all levels across the Council will replace the current

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			frameworks of MTIPD and MDP. The competency framework will be designed to align with the Council's values and behaviours. This will enable services and individuals to identify areas for development and engage in effective workforce capability building and job ready activities to foster the organisations performance culture.
		Staff appointments policy	The Council has robust recruitment procedures in place to ensure the fair selection of candidates. Our recruitment and selection processes are designed in accordance with best practice principles, legislation and COSLA recruitment and selection guidance.
		Standing Orders relating to contracts	The Council has a statutory obligation to have standing orders in place relating to contracts, the main purpose of which is to provide open and transparent procedures for tenderers; to achieve value for money for the Council; and to provide guidelines for officers. These standing orders are reviewed regularly as a matter of good practice.
1.2.4	Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high ethical standards expected by the organisation.	Strategic Partnership Agreements	These set out the partnerships' priorities and objectives. Two Strategic Partnership agreements were agreed in 2016 with the University of the West of Scotland and West College Scotland.
		Local Outcome Improvement Plan (LOIP)	The Local Outcome Improvement Plan is being developed which will set out a clear vision for partnerships and for Renfrewshire and its people, as well as the key areas of priority and actions to be undertaken.
		Data processing agreement	The Council has a written agreement with any data processor that they will keep persona data secure and the data processor agreement specifies security requirements as data processors.

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1.3 Respecting the rule of law			
1.3.1	Ensuring members and staff demonstrate a strong commitment to rule of the law as well as adhering to relevant laws and regulations.	Scheme of delegation Standing Orders Procedural Standing Orders Financial Regulations Policy Board Reports Monitoring officer role	The Council complies with this requirement in terms of its scheme of delegated functions, standing orders relating to contracts, financial regulations and procedural standing orders which are kept under review and updated as appropriate. In addition, each of the Council Boards has a dedicated solicitor who reviews reports in order that the vires of proposed actions can be checked. Each report has a section on legal implications. The frontispieces to reports require that community planning partners are consulted in the preparation of reports where appropriate and reports must outline community / council plan implications.
1.3.2	Creating the conditions to ensure that the statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements.	Scheme of delegation Standing Orders Procedural Standing Orders Financial Regulations Board Reports	The Council complies with this requirement in terms of its scheme of delegated functions, standing orders relating to contracts, financial regulations and procedural standing orders which are kept under review and updated as appropriate. In addition, each of the Council's Boards has a dedicated solicitor who reviews reports in order that the vires of proposed actions can be checked. Each report has a section on legal implications. In addition, the Council has a programme of development for elected members in place.
1.3.3	Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders.	Record of legal advice provided by officers/community empowerment act Council Approval	The Council has approved reports on its arrangements for dealing with community empowerment as the various parts of the Community Empowerment (Scotland) 2015 Act have been enacted. In relation to asset transfer, the Council has an approved Community Asset

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			Transfer Policy that sets out the legal and policy framework for asset transfer. The Council has promoted awareness of the powers and potential use of the Community Empowerment Act through engagement with statutory and non statutory community organisations and with third sector partners. Papers and presentations on asset transfer have been reported to the Renfrewshire Community Planning Partnership Board (up to May 2017, now superseded by Renfrewshire Community Planning Executive Group) and Renfrewshire Forum for Empowering Communities. In addition, Council approved the following papers in terms of the Act on the review of Community Planning Arrangements (December 2016) Asset Transfer Policy (February 2017), and Participatory Requests (April 2017) A community empowerment themed conference was held in 2016/17 to promote awareness and a training session was also undertaken with all community councils in 2016/17. Discussions have taken place between Council officers and community organisations on a number of specific asset transfer proposals.
1.3.4	Dealing with breaches of legal and regulatory provisions effectively.	Monitoring Officer	The Head of Corporate Governance acts as Monitoring Officer in terms of the Local Government and Housing Act 1989 and as detailed in his job description. He is responsible for advising the Council on the legality of its decisions and providing guidance to councillors and officers

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			on the Council's powers.
		Scheme of delegation Standing orders Procedural standing orders Financial regulations Board reports	The Council complies with this requirement in terms of its scheme of delegated functions, standing orders relating to contracts, financial regulations and procedural standing orders which are kept under review and updated as appropriate. In addition, each of the Council Boards has a dedicated solicitor who reviews reports in order that the vires of proposed actions can be checked, with each report having a section on legal implications. The Council's Internal Audit Charter sets out the authority, responsibility independence and reporting lines for internal audit activities.
1.3.5	Ensuring corruption and misuse of power are dealt with effectively.	Strategy for the prevention and detection of fraud and corruption Whistleblowing policy Internal Audit Arrangements Corporate counter fraud arrangements Integrity Group Money Laundering Policy	A strategy for the prevention and detection of fraud and corruption and whistleblowing policy are in place. The Council's Integrity Group has been established to strengthen the council's internal resilience to corruption and has developed an action plan which includes review and update of council policies which will strengthen the arrangements currently in place. Key policies will be reviewed and where necessary revised during 2017/18. Any matters coming to light would be investigated by Internal Audit or Counter Fraud.

PRINCIPLE 2: Ensuring openness and comprehensive stakeholder engagement

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
2.1 Openness			
2.1.1	Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness.	Council Plan and Local Outcome Improvement Plan (LOIP) Minutes and agendas available online Public Performance Reporting Results from specific local consultations published online	The Council Plan and LOIP confirm to our employees and to local communities, what the council is trying to achieve with its partners for Renfrewshire. We communicate progress on this through the Annual Report on the Community Plan, through the Local Area Committees and community planning conference events. Progress on delivering on the priorities in the Council Plan is and will continue to be reported to the Leadership Board on a regular basis. The Plan highlights the key priorities, targets and success measures that the Council has committed to deliver on. The Council ensures the minutes and agendas of all Board and Council meetings are available to the public, and by ensuring that key documents are also available through its publication scheme. Board and Council meetings are also open to the public. The Council publishes an annual report on its performance. The reports are accessible, easy to read and focus on key indicators which the public want to know about. These reports are uploaded onto the Council website in an accessible format. The results from specific local consultation exercises are published on our website, for example on issues within relevant board reports. The www.renfrewshire.gov.uk/haveyoursay section of the website lists consultation exercises that are currently underway and gives details of the results from previous exercises. The Public

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			Services Panel (PSP) section of the website provides information on findings from the surveys and how we are using the feedback from the panel.
2.1.2	Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided.	Minutes and agendas	Meetings of the Council and its Boards are open to members of the public and they are entitled to a copy of the agenda and reports prepared by officers which deal with items on the agenda unless items are to be discussed which contain exempt or confidential information. Minutes of meetings outline the decisions which have been taken and where decisions contrary to a Director's recommendations have been taken by elected members. The agenda, minutes and board papers are available on the Council's website. All meetings of the Council and its Boards are held in public unless in terms of the Local Government (Scotland) Act 1973, the meeting takes a decision to exclude the press and public. Where it is recommended that a matter be held in private, the reason for this is identified on the agenda for the meeting and in the minutes. The Council's scheme of delegation ensures that decisions are made at the lowest or most local level consistent with the nature of the issues involved. With the exception of those powers which cannot be delegated to Boards and committees, the Chief Executive, Directors, Heads of Service and other officers, including statutory appointments of officers.

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		Elected members' information bulletin	To reduce the reporting of routine operational matters to policy boards and to allow Boards to focus on policy issues, a range of matters including the exercise of delegated authority by officers are reported to members by means of a regular bulletin rather than a formal report to a Policy Board.
		Video webcasting of Council meetings	In December 2013, the Council decided to trial webcasting Council meetings to enable anyone to watch the debates, proceedings and decisions taking place. The first webcast took place on 28 February 2014. The trial was evaluated and the Council in May 2014 decided to have a one year pilot commencing at the Council meeting on 9 October 2014. Following successful completion of the pilot, the Council has now agreed to webcast Council meetings.
2.1.3	Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear.	Board reports Minutes and agendas	Reports to the Council and all Board meetings provide members with sufficient information on which they are able to take reasoned decisions and provide clear recommendations. Minutes of meetings outline the decisions, which have been taken and where decisions contrary to a director's recommendations have been taken by elected members. Revised report templates came into effect in January 2014 which are now aligned community planning themes and also have required sections on where equality, human rights and privacy impact implications are noted.
2.1.4	Using formal and informal consultation and engagement to determine the most appropriate and effective interventions / courses of action.	Consultation and engagement mechanisms	Council services engage and consult with communities in a number of ways including: Public Services Panel, Focus Groups, Tenants and Residents Forums, service user groups, Community Planning process, Complaints procedure and Community Councils. Members of

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		the public are also able to contact the Council through the website and are able to take part in consultations through the e-consultation system or complete complaints forms. Renfrewshire Forum for Empowering Communities is taking a lead role in giving local communities a voice in Renfrewshire. It provides meaningful, sustained and effective engagement with communities and citizens. It values the knowledge, skills, capacity and potential that our communities have and seeks to build on the commitment and confidence evident in local groups and organisations. The aim is to localise decision making and accountability as far as possible and work co-operatively with communities. The Empowering Communities Board is led by Engage Renfrewshire, our 3rd sector interface. The forum acts as a sounding board of the Community Planning Partnership in the development of community capacity building, consultation and communication. At community planning conferences, community planning partners engage with individuals and representatives from local community and voluntary sector organisations. Our recent thematic conferences included over 330 participants. Community Planning structure – Renfrewshire Forum for Empowering Communities Review of Community Planning Partners was approved by full Council in December 2016 Public Services Panel The Public Services Panel consists of 2,100 Renfrewshire residents and is used as a mechanism for gaining the views of our residents on a number of issues / topics.	
	2.2 Engaging comprehensively with institutional stakeholders		
2.2.1	Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for	Communication Strategy	An internal communications strategy was developed and was approved by CMT. The strategy outlines a number of methods to improve

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	each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably.		internal communications across the Council. Effective communications will help to make the vision and outcomes a reality by supporting council services, encouraging behavioural change and developing new levels of stakeholder engagement.
		Communications channels	The Council communicates with members of the community and its stakeholders (and vice versa) through a number of mechanisms including: • Renfrewshire Magazine – issued to all households across Renfrewshire • Tenant Forums • Community Planning Groups • Community Councils • Local Area Committees • Council Website • Complaints procedure • Public Performance reports • Customer Service Centre and Customer Contact Centre
2.2.2	Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively.	Strategic Partnership Agreements	These set out the partnerships' priorities and objectives. Two Strategic Partnership agreements were agreed in 2016 with the University of the West of Scotland and West College Scotland.
		Community Plan & Local Outcome Improvement Plan	While the Council has not developed a set of agreed values with its partners, it has agreed to work with other organisations in the spirit of partnership to achieve a number of outcomes in Renfrewshire. These were published through the Community Plan 2013-2023 and will be refreshed in the Local Outcome Improvement Plan due to be published by October 2017.
2.2.3	Ensuring that partnerships are based on: – trust	Strategic Partnership Agreements	The Strategic Partnership Agreements set out the shared commitment to achieving priorities and

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	– a shared commitment to change – a culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit.		objectives for Renfrewshire.
2.3 Engaging stakeholders effectively, including individual citizens and service users.			
2.3.1	Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievements of intended outcomes.	Consultation Strategy	Council services engage and consult with communities in a number of ways including: Public Services Panel, Focus Groups, Tenants and Residents Forums, service user groups, Community Planning process, Complaints procedure and Community Councils. The Council reviewed and updated its consultation strategy to reflect new practices and plans for development, and this was approved in 2014. It sets out its broad approach for engaging with stakeholders. It provides a framework within which services can develop consultation practices and procedures appropriate to the specific requirements of the services being delivered and users of those services. It was published on Renfo and shared with partners. We have also developed a consultation toolkit as a quick reference guide for staff undertaking consultation activities. The toolkit focuses on the different contexts in which consultation takes place, and the most appropriate ways to undertake consultation and engagement exercises, particularly bearing in mind the target consultees.

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		Results from specific local consultations published	The results from specific local consultation exercises are published on our website. The www.renfrewshire.gov.uk/haveyoursay section of the website lists consultation exercises that are currently underway and gives details of the results from previous consultations. The Public Services Panel section of the website provides results from the last survey alongside details of how we are using the feedback.
		Petitions Board	The Petitions Board provides an opportunity for individual members of the public to raise issues of concern with the Council, either as individuals or on behalf of an organisation.
2.3.2	Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement.	Communications Strategy	An internal communications strategy was approved by CMT in February 2016. Communications play a major part in delivering the new plans by promoting its key messages. Effective communications will help to make the vision and outcomes a reality by supporting council services, encouraging behavioural change and developing new levels of stakeholder engagement. Service specific strategies and plans have also been developed and informed through the Community Planning process and through wider consultation mechanisms such as the Public Services Panel, community planning conferences and online consultation.
		Communications Channels	The Council communicates with members of the community and its stakeholders (and vice versa) through a number of mechanisms including: • Renfrewshire Magazine – issued to all households across Renfrewshire • Tenant Forums

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			• Community Planning Groups • Community Councils • Local Area Committees • Council Website • Complaints procedure • Public Performance report • Customer Service Centre and Customer Contact Centre •
2.3.3	Encouraging, collecting and evaluating the views and experience of communities, citizens, service users and organisations of different backgrounds including reference to future needs.	Consultation and engagement mechanisms	The Council reviewed and updates its consultation strategy to reflect new practices and plans for development, and this was approved in 2014. It sets out its broad approach for engaging with stakeholders. It provides a framework within which services can develop consultation practices and procedures appropriate to the specific requirements of the services being delivered and users of those services. It was published on Renfo and shared with partners. A consultation toolkit was also developed as a quick reference guide for staff undertaking consultation activities. The toolkit focuses on the different contexts in which consultation takes place, and the most appropriate ways to undertake consultation and engagement exercises, particularly bearing in mind the target consultees. Council services engage and consult with communities in a number of ways including: Public Services Panel, Focus Groups, Tenants and Residents Forums, service user groups, Community Planning process, Complaints Procedure and Community Councils. Members of the public are also able to contact the Council

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			through the website and are able to take part in consultations through the e-consultation system or complete complaints forms.
		Consultation toolkit	A consultation toolkit was developed as a quick reference guide for staff undertaking consultation activities. The toolkit focuses on the different contexts in which consultation takes place, and the most appropriate ways to undertake consultation and engagement exercises, particularly bearing in mind the target consultees.
		Community planning structure – Renfrewshire Forum for Empowering Communities Review of Community Planning Partners was approved by full Council in December 2016	Renfrewshire Forum for Empowering Communities is taking a lead role in giving local communities a voice in Renfrewshire. It provides meaningful, sustained and effective engagement with communities and citizens. It values the knowledge, skills, capacity and potential that our communities have and seeks to build on the commitment and confidence evident in local groups and organisations. The aim is to localise decision-making and accountability as far as possible and work co-operatively with communities. The Empowering Communities Board is led by Engage Renfrewshire, our 3rd sector interface. The forum acts as a sounding board of the Community Planning Partnership in the development of community capacity building, consultation and communication. At community planning conferences, community planning partners engage with individuals and representatives from local community and voluntary sector organisations.
		Decentralisation – local area committees	Decentralisation and the 5 local area committees provide an opportunity for the Council and its partners to engage with residents on a localised basis. The local area committees are due to be reviewed during 2017.

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2.3.4	Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account.	Results from consultations published	The results from specific local consultation exercises are published on our website. The www.renfrewshire.gov.uk/haveyoursay section of the website lists consultation exercises that are currently underway and gives details of the results from previous consultations. The Public Services Panel section of the website provides results from the last survey alongside details of how we are using the feedback.
2.3.5	Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity.	Processes for dealing with competing demands within the community/CPP process	Renfrewshire is currently reviewing the operation of its Local Area Committees (LAC) structure. Five Local Area Committees cover the Renfrewshire area, enabling communities to engage with public services regarding issues specific to their locality, allowing differing voices to be heard. The Local Area Committees have a combined budget of £670K for 2017/18 that supports community-led projects and programmes to respond to local demands. The Council is now using the Place Standard, the national engagement tool developed by NHS and Architecture and Design Scotland, to assess and record the differing demands of individuals and communities. During 2017, the Council has held six morning and evening events in three town centre locations, with a further four events in smaller centres of population to ensure that different stakeholder groups are engaged with. The Council has also developed engagement processes with disability groups, Black and Minority Ethnic Groups, multi-faith church groups

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			and the LGBT community through the Diversity Equality Alliance Renfrewshire (DEAR) Group. Renfrewshire Council is the first Council in the UK to undertake a second All Children Wellbeing Survey, giving Renfrewshire a comprehensive picture of the issues facing school-age young people.
2.3.6	Taking account of the interests of future generations of tax payers and service users.	Strategic Needs Assessment	As part of the development of the Local Outcome Improvement Plan and Council Plan, a strategic needs assessment is being carried out with Renfrewshire communities.

PRINCIPLE 3: Defining outcomes in terms of sustainable economic, social and environmental benefits

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
3.1 Defining outcomes			
3.1.1.1.	Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions.	Council Plan	The Council Plan refresh was approved by Council on 17th December 2015 and sets out the overarching strategic vision and objectives of the Council. The plan was refreshed to allow a focus on priorities that were not set out in the original plan e.g. City of Culture 2021 bid. The Plan sets out ten priorities on how we will invest in a better future for all of Renfrewshire and create a better council that will work with customers and partners to deliver that future. The Plan is filtered and managed throughout the organisation through Service plans and operational plans. The new Council Plan is currently being developed to reflect the priorities for the Council over the coming years.
		Service Planning Guidance / Service Improvement plans	Revised service planning guidance was issued in January 2017, which links to the priorities of the Council Plan. The guidelines are outcome focused and flexible, supporting Services to take an individual approach to how they respond to the Community and Council Plans. The aim of the Service Improvement Plans are to: • Explain in a structured way, how each Service is going to deliver their element of the Council Plan priorities and Community Plan outcomes • Sets out each service's actions on how they are going to achieve the outcomes for

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			each communities and the performance indicators to monitor if progress and improvement is being achieved
3.1.2	Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer.	Council Plan The Council Plan refresh was approved by Council on 17th December 2015 and sets out the overarching strategic vision and objectives of the Council. The plan was refreshed to allow a focus on priorities that were not set out in the original plan e.g. City of Culture 2021 bid. The new Council Plan is currently being developed to reflect the priorities for the Council over the coming years. The Community Plan, which was agreed by Council in June 2013, was based upon extensive research and consultation which identified the key issues facing Renfrewshire. The LOIP is currently being developed, and part of this work has involved undertaking a strategic needs assessment. Revised service planning guidance was issued in January 2017, which links to the priorities of the Council Plan. The guidelines are outcome focused and flexible, supporting Services to take an individual approach to how they respond to the Community and Council Plans. The aim of the Service Plans are to: • explain in a structured way, how each Service is going to deliver their element of the Council Plan priorities and Community Plan outcomes; • set out each Service's actions on how they	

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			are going to achieve the outcomes for our communities and the performance indicators to monitor if progress and improvement is being achieved.
3.1.3	Delivering defined outcomes on a sustainable basis within the resources that will be available.	Council Plan Monitoring Report Service Improvement Plan – monitoring reports	Reports on the performance of the Council Plan actions and performance indicators are taken to the Leadership Board on a 6 monthly-basis. Each service takes a 6 month monitoring report to the relevant board in November. This provides an update on the progress of the service improvement plan against actions and performance indicators.
3.1.4	Identifying and managing risks to the achievement of outcomes.	“Risk Matters” – the council’s Risk Management Policy and Strategy	The council has a well-established risk management strategy which is subject to routine monitoring and review. Risk Matters is formally reviewed by the Audit, Risk and Scrutiny Board at periodic intervals of not more than 2 years and annually (interim review) by the Corporate Risk Management Group (CRMG) to ensure it reflects the rapidly changing environment in local government. The council maintains, monitors and reviews its corporate and strategic risk register and service risk management plans in accordance with Risk Matters.
3.1.5	Managing service users’ expectations effectively with regard to determining priorities and making the best use of the resources available.	Service Improvement Plans	Service Improvement Plans are linked to the Council Plan priorities. The guidelines are outcome focussed and flexible, supporting Services to take an individual approach to how they respond to the Community and Council Plans. The aim of the Service Improvement Plans are to: • explain in a structured way how each Service is going to deliver their element of

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			Agenda, minutes and papers are published on our website for the public to access.
		Consultation and engagement mechanisms	Council services engage and consult with communities in a number of ways including: Public Services Panel, Focus Groups, Tenants and Residents Forums, service user groups, Community Planning process, Complaints Procedure and Community Councils. Members of the public are also able to contact the Council through the website and are able to take part in consultations through the e-consultation system or complete complaints forms.
3.2.4	Ensuring fair access to services.	Protocols ensure fair access and statutory guidance is followed	Members of the public can access services via a number of methods for example, My Account, Customer Service centre, the council website.

PRINCIPLE 4: Determining the interventions necessary to optimise the achievement of the intended outcomes

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
4.1 Determining interventions			
4.1.1	Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided.	Reports to Council / Boards	Reports to the Council and all Board meetings provide members with sufficient information on which they are able to take reasoned decisions, including personnel, legal, risk, financial and other implications relating to the key Council Plan / Community Plan themes, and provide clear recommendations. All reports have a 'frontispiece' which details consultation undertaken by the author of the report

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			in relation to financial and legal implications. Reports are in a standard format in which legal and financial implications (if any) require to be detailed. Pre-agenda meetings are held at which any issues can be addressed prior to the finalised agenda being issued.
		Annual timetable of board meetings	A timetable covering the various board cycles is approved by the Council and is updated on CMIS together with dates of pre-agenda meetings. A spreadsheet is issued quarterly to services advising of last lodging dates for reports.
4.1.2	Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts.	Public Consultation	The Council has a track record of engaging with services on new developments or wide scale changes to services such as the public consultation on City Deal. In addition, the Community Planning events and Public Services Panel capture what services the public prioritise.
		Local Area Committees	One of the key ways in which the Council has encouraged local people to participate in local decision making is through the creation of five local area committees. The committees give local people and groups more input into the delivery of services within their own area, including the right to review and monitor performance and to be consulted at a local level wherever possible.
		Petitions function	The local area committees are due to be reviewed during 2017. The Council introduced a public petitions procedure in 2007 which strengthens the

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			connection between the Council and the community to raise issues of concern in relation to services provided by the Council or other bodies such as the police and health board, recognising that the Council has limited influence over other bodies. Details of petitions received and their outcomes are included in the annual report to the Board and on the Council's website. Petitions previously were considered by the Audit, Scrutiny and Petitions Board but as of June 2017, a separate Petitions Board has been set up to consider petitions only.
4.2 Planning interventions			
4.2.1	Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets.	Annual timetable of board meetings	A timetable covering the various board cycles is approved by the Council and is published online, together with the dates of pre-agenda meetings. A spreadsheet is issued quarterly to services advising of the last lodging dates for reports. The Council communicates with members of the community and its stakeholders (and vice versa) through a number of mechanisms including: • Renfrewshire magazine – issued to all households across Renfrewshire • Tenant Forums • Community Planning Groups • Community Councils • Local Area Committees • Council Website • Complaints procedure • Public Performance reports • Customer Service Centre and Customer Contact Centre
4.2.2	Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered.	Communications channels	

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		Internal Communications Strategy	An internal communications strategy has been developed on the approach the Council will use to engage with staff. Various channels have been refreshed to be used for internal communications: • New quarterly staff magazine • Chief Executive's Blog • Team Briefs for managers to inform and update staff on key issues • A3 poster sites across the Council.
		Community Planning structure – Renfrewshire Forum for Empowering Communities Review of Community Planning Partners was approved by full Council in December 2016	Renfrewshire Forum for Empowering Communities is taking a lead role in giving local communities a voice in Renfrewshire. It provides meaningful, sustained and effective engagement with communities and citizens. It values the knowledge, skills, capacity and potential that our communities have and seeks to build on the commitment and confidence evident in local groups and organisations. The aim is to localise decision making and accountability as far as possible and work co-operatively with communities.
4.2.3	Considering and monitoring risks facing each partner when working collaboratively including shared risks.	Strategic Partnership Agreements	Strategic Partnership Agreements set out the shared commitment to achieving priorities and objectives for Renfrewshire.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		Minutes of Agreement	Minutes of Agreement set out the rights, duties, powers, liabilities and obligations of parties to the Agreement e.g. the Council and partner organisations. Appointments of members to outside bodies are note taken up until the Director of Finance and Resources confirms that the organisation has appropriate insurance policies in place.
4.2.4	Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances.	Council Plan Refresh	The previous Council Plan was implemented in 2014, yet due to new initiatives and developments, such as City Deal, it was refreshed in December 2015 to include these.
4.2.5	Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured.	Service Improvement Plans and key performance indicators	Each year, every service is required to produce a rolling 3 year service improvement plan which outlines how the service will contribute to the Council Plan and Community Plan priorities, and details how its actions and plans will achieve improved outcomes for customers/communities in the future. Services are required to select a range of key performance indicators to create a scorecard to measure how well they are contributing to these priorities. It is monitored at a mid-year point and at the end of that service improvement plan year. The last Service Improvement Plan Monitoring Reports were presented to boards in autumn 2016. Information including commentary on performance is collected and analysed using the Covalent performance management system.
4.2.6	Ensuring capacity exists to generate the information required to review service quality regularly.	Performance Scrutiny Framework for SIPs	The Council has a comprehensive performance scrutiny framework in place for service improvement plans. These cover: (i) Spring – review progress of Service Plan implementation and report the new Service

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			Improvement Plan covering the next three years to Board. (ii) Autumn – report to Board the mid-year point progress to allow elected members to scrutinise performance against targets and due dates.
		Performance reviewed each year by Audit, Risk and Scrutiny Board	The Council's performance in terms of Local Government Benchmarking Framework indicators is reported to and reviewed by the Audit, Risk and Scrutiny Board each year. This includes information on service levels, service costs and customer satisfaction. The report also sets out the actions which will be taken to improve performance for the indicators in the bottom quartile (ranked 25 th to 32 nd).
4.2.7	Preparing budgets in accordance with organisational objectives, strategies and the medium-term financial plan.	Annual financial statements, annual accounts and annual audit review Budget guidance and protocols Medium-term financial planning Corporate plans	The Council complies with this requirement through the publication of its Annual Accounts, through the regular submission of budget reports to Policy Boards, the submission of the annual audit review and other audit reports to the Council and/or Audit, Risk and Scrutiny Board as appropriate and by publishing performance information on our website. The Council's financial outlook for the medium term is presented each year. The report sets out the current financial position and the significant financial challenges to be faced in the forthcoming years, together with likely indications of grant and borrowing levels. Overall the Council's immediate financial position takes into consideration all known influencing factors.
4.2.8	Informing medium and long-term resource planning by drawing up realistic estimates of revenue and capital	Budget guidance and protocols Medium-term financial planning Corporate plans	The Council's financial outlook for the medium term is presented each year. The report sets out the current financial position and the significant

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	expenditure aimed at developing a sustainable funding strategy.		financial challenges to be faced in the forthcoming years, together with likely indications of grant and borrowing levels. Overall the Council's immediate financial position takes into consideration all known influencing factors.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	budgetary period in order for outcomes to be achieved while optimising resource usage.		borrowing levels. Overall the Council's immediate financial position takes into consideration all known influencing factors.
4.3.4	Ensuring the achievement of 'social value' through service planning and commissioning.	Service Improvement Plans	Services are required to demonstrate through the service improvement plans how they contribute to the Council Plan and Community Plan objectives for Renfrewshire. They also demonstrate the achievements of the various outcomes and targets agreed by the Council and its partners.
		Community Benefits	Community Benefits Strategy was developed and approved by the Procurement Sub Committee in June 2014. A suite of guidance documents have been produced to provide procurement staff with the tools to effectively manage Community Benefits The outcomes and impact of Community Benefits to Renfrewshire will be monitored by CPU Compliance Team and be integral to the Supplier Management process.

PRINCIPLE 5: Developing the entity's capacity, including the capability of its leadership and the individuals within it.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
5.1 Developing the entity's capacity			
5.1.1.1	Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness.	Audit, Risk and Scrutiny Board	The Audit, Risk and Scrutiny Board prepare an annual programme. Members suggesting an area for review must identify the purpose and objectives of the review and the intended outcome. The Board takes a common sense approach to reviewing decisions and policies and the process

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			provides the opportunity for elected members to examine the various functions of the Council, to ask questions on how decisions have been made, to consider whether service improvements can be put in place and makes recommendations as appropriate. For each review, the Chief Executive appoints a lead officer to assist members of the Board to identify potential issues and questions to be asked of witnesses. Following each review, a report is prepared by the lead officers on behalf of the Board. If appropriate, minority of dissenting views are recorded.
		Covalent and Corporate Management Team / Council Plan scorecard	Performance information from across services is monitored by the Chief Executive and the Corporate Management Team using the Council's performance management system, Covalent. The system is used to monitor strategic PIs, statutory indicators and operational indicators.
		Council Plan and LOIP reports	The Council provides regular updates covering performance in terms of delivering on the Council Plan, and in conjunction with partners, on the Community Plan / Local Outcome Improvement Plan.
		Service Improvement Plan – outturn report	Each service also produces an outturn report annually, which summarises performance achieved against its service improvement plan. These updates are reported to the relevant policy board for the service in spring each year and are available online.
5.1.2	Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that outcomes are achieved effectively and efficiently.	Benchmarking / peer review	Services across the Council are involved in both formal and informal benchmarking arrangements through for example, the Association for Public Service Excellence and Scottish Community Care Benchmarking Network. Development and Housing Services participate in the Scottish

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			Housing Best Value Network (SHBVN) annual benchmarking process. The Council has also been heavily involved in the development of the Local Government Benchmarking Framework and the subsequent benchmarking groups. This provides national benchmarking information on a range of indicators covering service delivery, cost and customer satisfaction.
5.1.3	Recognising the benefits of partnerships and collaborative working where added value can be achieved.	Community Plan and Local Outcome Improvement Plan	The Council currently complies with this requirement through its Community Plan and Local Outcome Improvement Plan, which set out a clear vision for partnerships and for Renfrewshire and its people, as well as the key areas of priority and actions to be undertaken. The Community Plan, which was agreed by Council in June 2013, was based upon extensive research and community consultation which identified the key issues facing Renfrewshire. Five Strategic Needs Assessment days were carried out between February and May 2012, attended by members of the Community Planning Executive Group and other officers. At the SNA days, the Executive Group received challenging presentations on five priority themes from specialist external organisation, academics and professionals from partner organisations and discussed priorities for action in the new community plan / LOIP. There was also extensive consultation via community groups, with over 950 people from 50 community groups being consulted on the outcomes identified within the plan.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		Strategic Partnership Agreements	The Strategic Partnership Agreements set out the shared commitment to achieving priorities and objectives for Renfrewshire. Two Strategic Partnership agreements were agreed in 2016 with the University of the West of Scotland and West College Scotland.
5.1.4	Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources.	Workforce Plan	A Council workforce plan and service workforce plans have been designed around the six step methodology of workforce planning and incorporates 5 strategic themes: – A modernised and flexible workforce; – A developing workforce; – A resilient workforce; – A skilled workforce; – A partnering workforce. The themes are aligned to the Council Plan which will enable the Council to address future working challenges, supporting organisational change. Workforce planning priorities under the five key themes will be integrated and driven through the Service Improvement Plan process. This will ensure robust monitoring of progress and that workforce planning is not seen as a standalone activity.
5.2 Developing the capability of the entity's leadership and other individuals			
5.2.1	Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained.	Protocol for relationships between Political Groups, Elected Members and Officers	The Council's elected members and inter-party protocols and protocol for members/officers relations were reviewed in 2014 and combined into one composite protocol which was approved at the Finance and Resources Policy Board on 12 th November 2014
		Councillors' Code of Conduct, Code of Conduct for Employees	The Council complies with this requirement through the Councillors' Code of Conduct and the

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			Code of Conduct for Employees. In 2007, the Council introduced an inter-party protocol which sets out the rights and responsibilities of Councillors and political groups in the course of conducting council business; and an elected member protocol which sets out good practice guidelines in relation to the multi-member ward issues. As these protocols dealt with similar issues, these were combined into one composite protocol which was approved at the Finance and Resources Policy Board on 12th November 2014. The Chief Executive holds weekly meetings with the Leader / Depute Leader of the Council, the Head of Policy and Commissioning and Head of Marketing and Communications are also in attendance.
		Weekly meetings between Chief Executive and Leader / Depute Leader	The remit of the Board is to act as a sounding board and discussion forum, with no decision making powers: to provide an opportunity to discuss matters of common interest or of council wide relevance. Members include 2 administration and 4 opposition members.
5.2.2	Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decisions making of the governing body.	Cross Party Sounding Board	The Council's scheme of delegation ensures that decisions are made at the lowest or most local level consistent with the nature of the issues involved. With the exception of those powers which cannot be delegated or have been reserved to the Council, functions have been delegated to Boards and committees, the chief executive, directors and heads of service and other officers. The scheme also includes a section detailing, statutory officers. The Scheme is reviewed on a regular basis. A review of the Council's decision

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			making structure was undertaken and agreed at the statutory meeting of the Council in May 2017 incorporating changes of the scheme of delegation to Boards. The scheme is regularly reviewed and a full review was carried out in 2015 which resulted in a revised scheme being approved by Council on September 2015 which addressed changes arising from a number of major initiatives including: the expansion of Renfrewshire Leisure Limited to include cultural and other related services and facilities; the creation of an Integration Joint Board as part of the implementation of health and social care integration; the merger of the Education Service with those elements of the Social Work service relating to children and families and criminal justice that are remaining within the Council; and the Council's involvement in the Glasgow City Region City Deal.
5.2.3	Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure, whereby the chief executive leads the authority in implementing the strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority.	Conditions of Employment, scheme of delegation, statutory provisions and job descriptions/person specification Annual review	The Chief Executive has responsibility as head of the paid service for all aspects of operational management. The Chief Executive is subject to a facilitated annual review by the leaders of the political groups at which objectives are agreed and reviewed.
5.2.4	Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by:	Members Induction	A welcome and induction package of events was delivered for newly-elected and returning Councillors following the local government election in May 2017. Notice of further development events and opportunities is issued to Councillors each month. Councillors have access to the Improvement Service CPD framework to identify further

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	- ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged. - ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis. - ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from both internal and external governance weaknesses.		induction and development requirements. Councillors are encouraged to use the CPD framework and supported throughout the process. An annual register of training and development delivered for Councillors is published online.
		MTIPD/MDP2/360 reviews	The OD Strategy outlines a proposal to review existing approaches to people development. The transitional arrangements will continue to apply existing MTIPD/MDP performance review processes to ensure that all learning and development needs are identified and auctioned and that service improvement and career pathways are discussed and promoted. Development of an evidence-based appraisal process, aligned to the Council Plan priorities and linked through a 'golden thread' approach to individual performance, is integral to the overall review of the Councils approach to workforce development.
		I-Learn Training	A number of e-learning modules are available to employees to support their learning and development. This includes a comprehensive e-learning induction module for employees which covers terms and conditions and the statutory appointments of officers are detailed in the Council's scheme of delegation and this is reviewed on a regular basis.
		New Leadership Development Training Programmes	Two new Leadership Development Programmes were introduced this year, Leaders of the Future and ASPIRE. These programmes aim to develop leaders by focusing on enhancing skills, knowledge and competency in key leadership areas and strengthening capacity to lead and deliver change effectively.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
5.2.5	Ensuring that there are structures in place to encourage public participation.	Consultation and engagement mechanisms Consultation Strategy and stakeholder engagement framework Local Area Committees	Council services engage and consult with communities in a number of ways including: Public Services Panel, Focus Groups, Tenants and Residents Forum, service user groups, Community Planning process, Complaints procedure, and Community Council. The Consultation Strategy sets out the broad approach for engaging with stakeholders. It provides a framework within which services can develop consultation practices and procedures appropriate to the specific requirements of the services being delivered and users of those services. It is published on Renfo and was shared with partners. The Policy and Commissioning service is currently undertaking a review of existing consultation approaches to ascertain their effectiveness and to establish best practice which could be applied across the organisation. This is part of the development of a stakeholder engagement framework. One of the key ways in which the Council has encouraged local people to participate in local decision making is through the creation of five local area committees. The committees give local people and groups more input into the delivery of services within their own area, including the right to review and monitor performance and to be consulted at a local level wherever possible.
5.2.6	Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from	CPD framework.	Councillors are encouraged to assess their own performance and identify any training or development and identify any training or

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	peer review and inspections.		development needs using the CPD framework.
5.2.7	Holding staff to account through regular performance reviews which take account of training or development needs.	Peer reviews	Using the IS CPD framework, Councillors can opt to undertake a 360° peer review of their performance as an elected member.
		Covalent performance management system – Corporate Management Team / Council Plan scorecard	Performance information from across services is monitored by the Chief Executive and the Corporate Management Team using the Council's performance management system, Covalent. The system is used to monitor strategic PIs, statutory indicators and operational indicators.
		Self evaluation of the Community Planning Board	A recent development has been the start of a large scale self evaluation process leading to the development of an improvement plan to assess the high level partnership working and governance arrangements functioning of the Renfrewshire Community Planning Board. This process will be managed jointly by the Improvement Service and officers from the Chief Executive's Service.
		Audit, Risk and Scrutiny Board	The Audit, Risk and Scrutiny Board agree an annual programme of activities which includes areas for specific investigation. The Audit, Risk and Scrutiny Board also has a written intimation procedure in respect of which any member of the Board may request that a particular matter by considered by the Board. Each of the policy boards has a scrutiny function and the local area committees also perform this role.
		CPD Framework for Councillors	The CPD framework for Councillors was developed by the Improvement Service and all members have access to it. Members are encouraged to assess their own training needs and develop a personal development plan.
		Appraisal Process	A Performance, Development and Review Policy, Guidance and Competency Frameworks for all

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			levels across the Council will replace the current frameworks of MTIPD and MDP. PDR is a continuous coaching and development cycle, which allows managers to identify the development needs of individuals or teams of employees. It also provides the opportunity for managers to give employees feedback on performance. PDR will recognise good performance, support under performance at an early stage and promote the behaviours required by the Council. The process will involve a structured programme of 1 to 1 or team meetings and reviews throughout the year. This will allow a manager and their employee(s) to discuss and agree performance levels expected and set out objectives to be achieved throughout the year. Objectives will be agreed in line with the new Council new core competency framework.
5.2.8	Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.	OD Strategy – health and wellbeing Health and Safety Plans for each service	The health and safety team have a review programme in place, a number of guidance documents are currently being refreshed with input from Service's and trade unions, where appropriate.

PRINCIPLE 6: Managing risks and performance through robust internal controls and strong public financial management

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
6.1 Managing risk			
6.1.1	Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making.	"Risk Matters" – the Councils Risk Management Policy and Strategy	The council has a well-established risk management strategy which is subject to routine monitoring and review. Risk Matters is formally reviewed by the Audit, Risk and Scrutiny Board at

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			periodic intervals of not more than 2 years and annually (interim review) by the Corporate Risk Management Group (CRMG) to ensure it reflects current standards and best practice and fully reflects the rapidly changing environment in local government.
			Risk Matters is explicit regarding the council's risk management philosophy and regarding members' and managers' responsibility for risk management.
		Strategic Risk Management Development Plan	The SRMDP underpins Risk Matters. It reflects the development work required to fulfil the Strategic Risk Management Objectives outlined in Risk Matters. Progress on the SRMDP is monitored by the CRMG on a quarterly basis.
6.1.2	Implementing robust and integrated risk management arrangements and ensuring that they are working effectively.	Strategic and Corporate Risk Register • Submission report to Board • Quarterly reports to CRMG • Midyear report to Board Service Risk Management Plans • Submission reports to Boards • Quarterly reports to SMTs/DMTs • Midyear report to Boards	The Council maintains, routinely monitors and reviews the corporate risk register and service risk management plans in accordance with Risk Matters.
		Risk Management Annual Report	A report on the effectiveness of the council's risk management framework is provided to the Audit, Risk and Scrutiny Board on an annual basis.
6.1.3	Ensuring that responsibilities for managing individual risks are clearly allocated.	Corporate Risk Management Group	The Corporate Risk Management Group oversees the council's risk management framework on behalf of the Corporate Management Team. The Group oversees the ongoing development, monitoring and review of the corporate risk register and facilitates an escalation process whereby risk

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
6.2.3	Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible. (OR, for a committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making.	Audit, Risk and Scrutiny Board	The Audit, Risk and Scrutiny Board's remit includes audit scrutiny, monitoring and review of service delivery, performance, policies and practice, community leadership through monitoring of other public bodies, and standards and ethics. The Board conducts an annual programme of reviews which have addressed a number of areas, most recently the terms and conditions of a Council house lease. The remit of the Board was revised at the statutory meeting on the 18th of May to meet Best Value Assurance requirements.
6.2.4	Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement.	Service Improvement Plans and key performance indicators	Each year, every service is required to produce a rolling 3 year service improvement plan which outlines how the service will contribute to the Council Plan and Community Plan priorities, and details how its actions and plans will achieve improved outcomes for customers/communities in the future. Services are required to select a range of key performance indicators to create a scorecard to measure how well they are contributing to these priorities. It is monitored at a mid-year point and at the end of that service improvement plan year by the relevant Policy Boards. The Plans are also reviewed at a service level by the relevant Senior Management Team.
		Corporate Management Team scorecard / spotlight meetings	For 2016/17 the Corporate Management Team now hold quarterly spotlight meetings on thematic areas of performance, that is of strategic importance and relates to the Council Plan priorities.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		Performance reviewed each year by Audit, Risk and Scrutiny Board	The Council's performance in terms of Local Government Benchmarking Framework Indicators is also reported to and reviewed by the Audit, Risk and Scrutiny Board each year. This includes information on service levels, service costs and customer satisfaction.
6.2.5	Ensuring there is consistency between specification stages (such as budgets) and post-implementation reporting (eg financial statements).	Financial regulations	The Council has in place financial regulations which set out the responsibilities of the Director of Finance and Resources, who has been appointed as the 'proper officer', along with the responsibilities of the Chief Executive, Directors and other authorised people for the financial affairs of the Council. These regulations also set out the responsibilities of the Leadership Board, the Audit, Risk and Scrutiny Board and the various policy boards for our financial affairs. These were most recently reviewed in May 2017 and agreed at Council.
6.3 Robust internal control			
6.3.1	Aligning the risk management strategy and policies on internal control with achieving objectives.	"Risk Matters" – the council's Risk Management Policy and Strategy Audit reports and Audit, Risk and Scrutiny Board	The council has a well-established risk management strategy which is subject to routine monitoring and review. Risk Matters is formally reviewed by the Audit, Risk and Scrutiny Board at periodic intervals of not more than 2 years and annually (interim review) by the Corporate Risk Management Group (CRMG) to ensure it reflects current standards and best practice and fully reflects the rapidly changing environment in local government. In terms of the Public Sector Internal Audit Standards, the Council's Chief Auditor submits an annual report to the Audit, Risk and Scrutiny Board on the activities of internal audit to demonstrate performance and containing a view on the overall

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			adequacy and effectiveness of the council's framework of governance, risk management and control. Again, in terms of the above standards, regular reports are submitted to the Audit, Risk and Scrutiny Board in relation to the findings of the Council's internal and external auditors which detail the main issues arising. Annual Internal Audit risk based plan is approved by the Board.
6.3.2	Evaluating and monitoring risk management and internal control on a regular basis.	Risk Management Annual Report Financial Regulations and codes	A report on the effectiveness of the council's risk management framework is provided to the Audit, Risk and Scrutiny Board on an annual basis. The Financial Regulations require each Director to review their management of risk annually and provide the Director of Finance and Resources with an annual risk management plan for the forthcoming year.
6.3.3	Ensuring effective counter fraud and anti-corruption arrangements are in place.	Strategy for the prevention and detection of fraud and corruption Internal Audit arrangements Corporate counter fraud arrangements Integrity Group Money Laundering policy	A strategy for the prevention and detection of fraud and corruption is in place. The Council's Integrity Group has been established to strengthen the council's internal resilience to corruption. Effective counter fraud arrangements are in place having established a counter-fraud team.
6.3.4	Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor.	Code of Corporate Governance Guidance Annual Governance Statement Internal Audit Annual report	The Council complies with this requirement through its Code of Corporate Governance Guidance which details the organisation's governance arrangements. This is in line with national guidance and is updated on an annual basis.
6.3.5	Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body:	Audit, Risk and Scrutiny Board	The Audit, Risk and Scrutiny Board functions as the Council's audit committee and has an overview of the internal audit role to ensure that resources are being targeted effectively. The Board reviews

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	– provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment. – that its recommendations are listened to and acted upon.	Training programme for Audit, Risk and Scrutiny Board Training and development programme for officers	the Council's internal control mechanisms, approves action where appropriate, considers reports by external auditors and submits recommendations to the Council where this is considered appropriate. The Chief Auditor provides a regular briefing programme for members of the Board, prepared in consultation with them, to assist them in fulfilling their audit committee role. Issues covered by the training programme include Serious Organised Crime and Fraud risks. This programme is approved annually by the Board. The council continues to optimise learning and development through the continuation of MDP, MTIPD and 360 degree performance reviews and by encouraging employees to be involved in activities and projects to prepare them for future roles and to enhance their current skills. As the council reshapes and re-sizes through the Better Council Change Programme these programmes will be reviewed to ensure fitness for purpose.
6.4 Managing data			
6.4.1	Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data	Information Governance Strategy and Framework Information Governance Team Data protection policies and procedures Cyber Security strategy (Draft) / ICT Strategy 2017 – 2020.	The Council is subject to routine external audit by the Information Commissioners' Office (ICO) and also by internal audit. The Managing Solicitor reports monitoring figures, agreed with the ICO during the 2012 ICO audit, to the Senior Information Risk Owner (SIRO) on a monthly basis and to the CMT on at least a six monthly basis. Cyber security strategy of risk management, supplier management and compliance or assurance assessments, reviews and testing.
6.4.2	Ensuring effective arrangements are in place and operating effectively when	Data sharing agreement Data sharing register	Data sharing and data processing agreements are in place as appropriate. There is a central

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	sharing data with other bodies.	Data processing agreements Cyber Security	repository of signed agreements. The Council Data Sharing Code, based on the ICO code, was approved by the Board. Cyber security transfer and sharing arrangements are included with the legal documents.
6.4.3	Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring.	Service Improvement Plans and key performance indicators Performance reviewed annually by Audit, Risk and Scrutiny Board SPI Direction	Each year, every service is required to produce a rolling 3 year service improvement plan which outlines how the service will contribute to the Council Plan and Community Plan priorities, and details how its actions and plans will achieve improved outcomes for customers/communities in the future. Services are required to select a range of key performance indicators to create a scorecard to measure how well they are contributing to these priorities. It is monitored at a mid-year point and at the end of that service improvement plan year. The last Service Improvement Plan 'Monitoring Reports' (mid-point) were presented to boards in autumn 2016. Information including commentary on performance is collected and analysed using the Covalent performance management system. The Council's performance in terms of Local Government Benchmarking Framework Indicators is also reported to and reviewed by the Audit, Risk and Scrutiny Board each year. This includes information on service levels, service costs and customer satisfaction. The SPI Direction sets out the requirements of and delivery of performance indicators. Internal Audit undertakes an annual review of a sample of statutory performance indicators.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
6.5 Strong public financial management			
6.5.1	Ensuring financial management supports both long-term achievement of outcomes and short-term financial and operational performance.	Financial strategy and financial monitoring reports	Regular financial monitoring reports detailing the current financial position together with the projected outturns for each main service area (and its appropriate divisions) are reported on a routine basis to Policy Boards. These reports also advise members of any management action that is being taken or is planned for the future to alleviate any current or projected deviations from the initial financial plan.
6.5.2	Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls.	Budget management training	A revised programme of financial management training for budget holders is currently being implemented as part of the introduction of the new Enterprise Resourced Planning (ERP) system. This will act as a refresher and update for operational staff to assist them in undertaking financial responsibilities.

PRINCIPLE 7: Implementing good practices in transparency, reporting and audit to deliver effective accountability

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
7.1 Implementing good practice in transparency			
7.1.1	Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate.	Renfrewshire Performs	The annual statutory performance indicator public performance report is published, has been uploaded onto the Council's website in an accessible format. The new website will feature more accessible and easier to find performance pages.
7.1.2	Striking a balance between providing the right amount of information to satisfy transparency demand and enhance public scrutiny while not being too	Public Performance Report – "It's all about you"	The Council publishes an annual report "It's all about you". This provides information to the public on performance of services and the council in an easy to read format.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	onerous to provide and for users to understand.	Renfrewshire Performs	The annual statutory performance indicator public performance report is published on the Council's website in an accessible format.
7.2 Implementing good practices in reporting			
7.2.1	Reporting at least annually on performance, value for money and the stewardship of its resources.	Annual financial statements, annual accounts and annual audit review	The Council publishes its Annual Accounts, through the regular submission of budget reports to Policy Boards, the submission of the annual audit review and other audit reports to the Council and/or Audit, Risk and Scrutiny Board as appropriate and by publishing performance information on our website.
		Public Performance Report – “It’s all about you”	The Council publishes an annual report “It’s all about you”. This provides information to the public on performance of services and the council in an easy to read format.
		Efficiency Statement	The Council produces and publishes an Annual Efficiency Statement which reports on its efficiency projects and activities and seeks to quantify the level of efficiency gains achieved by the Council over the period.
7.2.2	Ensuring members and senior management own the results.	Performance papers to Boards	Elected Members receive a number of performance reports at Policy Boards, including reports on Community Planning review and the performance on Council Plan.
7.2.3	Ensuring robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (annual governance	Annual Governance statement	The Council complies with this requirement through its Annual Governance statement which details the organisation’s governance arrangements. This is in line with national guidance and is updated on an annual basis. The statement is submitted to the Audit, Risk and Scrutiny Board.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
7.2.3	Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate.	Annual governance statement	The Council complies with this requirement through its Annual Governance statement which details the organisation's governance arrangements. This is in line with national guidance and is updated on an annual basis. The statement is submitted to the Audit, Risk and Scrutiny Board.
7.2.4	Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations.	Annual financial statements, annual accounts and annual audit review	The Council publishes its Annual Accounts, through the regular submission of budget reports to Policy Boards, the submission of the annual audit review and other audit reports to the Council and/or Audit, Risk and Scrutiny Board as appropriate and by publishing performance information on our website.
7.3 Assurance and effective accountability			
7.3.1	Ensuring that recommendations for corrective action made by external audit are acted upon.	Audit, Risk and Scrutiny Board reports	Recommendations made by external audit, together with management's response to the action plans are reported on to the Audit, Risk and Scrutiny Board.
7.3.2	Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon.	Audit, Risk and Scrutiny Board report Annual Internal Audit Charter	In terms of the Public Sector Internal Audit Standards, the Council's Chief Auditor submits an annual report to the Audit, Risk and Scrutiny Board on the activities of internal audit to demonstrate performance and containing a view on the overall adequacy and effectiveness of the council's framework of governance, risk management and control. Again, in terms of the above standards, regular reports are submitted to the Audit, Risk and Scrutiny Board in relation to the findings of the Council's internal and external auditors which details the main issues arising.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
7.3.3	Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations.	Benchmarking / peer review	Services across the Council are involved in both formal and informal benchmarking arrangements through for example, the Association for Public Sector Excellence. Development and Housing Services participate in the Scottish Housing Best Value Network (SHBVN) annual benchmarking process. The Council has also been heavily involved in the development of the Local Government Benchmarking Framework and the subsequent benchmarking groups. This provides national benchmarking information on a range of indicators covering service delivery, cost and customer satisfaction.
		Best Value Audit	The Council took part in the Best Value Assurance Audit process from January to June 2017. An action plan to address recommendations will be presented at the full Council meeting on 28 th September 2017.
		Independent Evaluation	The Council is independently evaluated by bodies such as the Care Inspectorate, Education Scotland, Audit Scotland and the Scottish Public Services Ombudsman (who considers complaints against the Council).
7.3.4	Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement.	Annual governance statement Self Assessment Checklists	Any key risks identified through the annual self assessment process would be reflected in the governance statement.
7.3.5	Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met.	Community Planning Boards Integrated Joint Boards / Health and Social Care Partnerships Renfrewshire Leisure	Arrangements are in place between Renfrewshire Council and its Community Planning partners, the IJB and Renfrewshire Leisure. Governance arrangements, such as systems for managing, monitoring and scrutinising the IJB's

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			business and finances have been developed. Effective arrangements are in place for sharing information between partners that can lead to improving how services are provided, such as the Community Safety Partnership.