
To: Audit, Scrutiny and Petition

Board On: 30 March 2015

Report by: Director of Finance and Resources

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 and relate to their communities. 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. The Council's Local Code of Corporate Governance came into effect on 1 April 2002. It was updated in 2009 in line with the CIPFA/SOLACE corporate governance framework - "Delivering good governance in Local Government", and the CIPFA/SOLACE guidance note for Scottish Authorities which was published in late 2008.
 - 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, Scrutiny and Petitions 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.
 - Agree that the Local Code of Corporate Governance should be reviewed again in 2016.
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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 2014.
- 3.2 The Council's Local Code of Corporate Governance covers the six core principles which bring together the main elements of council business. These are:
- Focusing on the purpose of the local authority and on outcomes for the local community and creating and implementing a vision for the local area.
 - Members and officers working together to achieve a common purpose with clearly defined functions and roles.
 - Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour
 - Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.
 - Developing the capacity and capability of members and officers to be effective
 - Engaging with local people and other stakeholders to ensure robust public accountability
- 3.3 Evidence of how the Council complies with the Local Code of Corporate Governance including examples of the systems, processes and documents in place, is detailed under each of the six core principles in Appendix 1 of this report.
- 3.4 The framework will be 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, Scrutiny and Petitions Board.
- 3.5 Governance and accountability is one of the Best Value characteristics as set out by Audit Scotland. During 2014/15 a shared risk assessment was carried out by the Local Area Network, which consists of auditors and inspectors from all scrutiny bodies that engage with Renfrewshire Council (e.g. Education Scotland, Care Inspectorate, Audit Scotland). The resulting Local Scrutiny Plan for 2015/16 will be published in Spring 2015. Initial results from the assessment show that the Council is low risk in terms of requiring external scrutiny.

- 3.6 The Best Value 2 toolkit for 'Governance and Accountability' published by Audit Scotland has been used by officers from the Chief Executive's Service and Finance and Resources to ensure that the Council's existing governance arrangements meet the Best Value 2 standard. Both this, and the above audit, confirms that the organisation has a well-developed and fully comprehensive code of governance, which in turn demonstrates the high standards and enhanced accountability which services strive to ensure.

Director of Finance and Resources
March 2015

Implications of the Report

1. **Financial** - none
2. **HR & Organisational Development** - none

3. **Community Planning –**

Children and Young People – *none*

Community Care, Health & Well-being -

none Empowering our Communities - *none*

Greener - *none*

Jobs and the Economy - *none*

Safer and Stronger - *none*

4. **Legal** - *none*.

5. **Property/Assets** – *none*

6. **Information Technology** – *none*

7. **Equality & Human Rights** -

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 because it is for noting only. 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** - *none*

9. **Procurement** *none*.

10. **Risk** – *none*.

11. **Privacy Impact** – *none*

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Appendix 1

PRINCIPLE 1: Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area

	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
1.1	Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcome for citizens and service users.		
1.1.1	Develop and promote the authority's purpose and vision	Council Plan	The Council Plan, which was approved by Council on 19th December 2013, sets out the overarching strategic vision and objectives of the Council. The document is closely aligned to the Community Plan, highlighting how we will deliver our part of the plan. It also sets out how we will need to adapt and improve to achieve our ambitions. The plan is structured around 3 themes; a better future, a better council, and a high performing council. It clearly highlights the priorities for the council over the next 3 years, describing how we will achieve outcomes for residents. The Plan is filtered throughout the organisation through Service Plans, to operational plans and IDP's. 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 organisations, academics and professionals from partner organisations and discussed priorities for action in the new community plan/SOA. 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. Revised service planning guidance was issued in January 2015, which links to the new priorities of the Community and Council Plans. 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 Plan will be to: • Explain in a structured way, how each Service is going to deliver their element of the Community Plan • Explain how we are going to improve, adapting into the organisation we need to be to deliver for Renfrewshire Services can demonstrate a clear flow from the Council/Community Plan priorities,

		Communications Plan – strategic vision	through service priorities, action plan tasks and performance outcomes. The performance indicators detailed within services' Service Improvement Plans also relate to the delivery of these themes. The Chief Executive discusses the content of service improvement plans, before the plans are submitted to relevant policy boards. A communications plan/timeline was developed to improve our internal communications, and in particular, to promote and develop the awareness of both customers and employees with regards to the Council's priorities. This is now updated on a regular basis and presented to CMT. A communications strategy is currently being developed.
1.1.2	Review on a regular basis the authority's vision for the local area and its implications for the authority's governance arrangements	Council Plan, Community Plan and Single Outcome Agreement Community planning process Consultation activities Service improvement plans	During 2013, the Council reviewed its vision for the local area as part of the development of the Council Plan, Single Outcome Agreement and Community Plan. Partners were heavily involved in the development of the Community Plan. This provided an opportunity for partners to agree a vision of what Renfrewshire will be like in 2023, and what action is required by all to achieve this. Consultation on the vision and activities of the organisation was undertaken through the Public Services Panel, annual community planning conference sessions and through service specific consultations. A full review of the community and council plans and the SOA was undertaken during 2012/13. This has involved a full strategic needs assessment for Renfrewshire and significant consultation with partners and the public to determine the priorities for the area. This has also included consultation with a range of community organisations, discussion with senior staff members of partner organisations, and consultation with 180 managers in the council. Services are able to demonstrate how their own activities link to the Council's vision and priorities through their service improvement plans.

	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		Board reports Scheme of delegation	When reporting to board, services are required to state whether the content of the report has implications on the 6 Community Plan themes. 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, including statutory appointments of officers. A review of the Council's decision making structure was undertaken and agreed at the meeting of the Council in December 2012 incorporating changes of the scheme of delegation to Boards. A review of the scheme of delegation to the chief executive, directors and heads of service and other officers, including statutory appointments of officers was agreed at Council in February 2013, with further revisions being agreed at Council in December 2013. Further revisions to governance arrangements were made in December 2014 to reflect the effect of a number of major initiatives approved by the Council on the existing governance structure. These major initiatives are: the proposed 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 and Clyde Valley City Deal. 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, most recently in February 2013, following a comprehensive review, revised standing orders were adopted. The Council has approved procedural standing orders which determine how the business of meetings of the Council and its boards will operate. These are based on provisions contained in the Local Government (Scotland) Act 1973. These standing orders are reviewed regularly as a matter of good practice and the current standing orders were last amended in December 2013.
		Standing orders relating to contracts Procedural Standing Orders	

		Scheme of Decentralisation / Local Area Committees	The Council's scheme of decentralisation was introduced in April 2008, establishing five statutory local area committees to promote the well-being of the area and ensure that services meet the needs of the residents of that area. The local area committees are responsible for promoting active citizenship; shaping services around the needs of residents; promoting enhanced coordination and scrutiny of public services at a local level; funding local projects and distributing grants from delegated local area committee budgets. LACs prioritise the distribution of their resources in accordance with community needs identified in their respective local action plans and community plan key priorities. An annual report is submitted to each LAC highlighting each LAC's key achievements and providing information on the outcomes of a number of projects funded by the LAC.
1.1.3	Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners.	Community Plan and Single Outcome Agreement	The Council currently complies with this requirement through its Community Plan and Single Outcome Agreement, 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 organisations, academics and professionals from partner organisations and discussed priorities for action in the new community plan/SOA. 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. Partnership agreements are also in place for strategic partnerships involving the Council, for example, North Strathclyde Community Justice Authority and Renfrewshire Community Health Partnership. These set out the partnerships' priorities and objectives. Minutes of Agreement set out the rights, duties, powers, liabilities and obligations of parties to the Agreement e.g. the Council and partner organisation. Appointments of members to outside bodies are not taken up until the Director of Finance and Resources confirms that the organisations have appropriate insurance policies in place.

1.1.4	Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance	Annual financial statements, annual accounts and annual audit review	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, Scrutiny and Petitions Board as appropriate and by publishing performance information on our website. The Council has reviewed its approach to public performance reporting and implemented a new approach based on customer feedback. The reports are more accessible, easier to read, and focused on key indicators which the public most want to know about. The first stage of this implementation was launched in September 2012 with the annual statutory performance indicator public performance report and a community planning performance report was published in November 2012. All this information has been uploaded onto the Council's website in an accessible format. The website is updated on a regular basis.
		Renfrewshire Council Performs web pages	Service improvement plan – outturn report
		Board report - Statutory performance indicators	Each service also produces a service improvement plan 'outturn report' annually, which summarises performance achieved against its service improvement plan over the previous financial year. In particular progress is monitored for each of the work actions in the action plan, and performance is measured against a scorecard of performance measures which are related to the service priorities, outcomes and actions in the service improvement plan. These updates are reported to the relevant policy board for the service each year.
1.2	Ensuring that users receive a high-quality of service whether directly, or in partnership, or by commissioning		
1.2.1	Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available	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 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 2013³⁴. Information including commentary on performance is collected and analysed using the Covalent performance management system.
			The Corporate Management Team monitors a CMT Quarterly Scorecard of

		performance information, which allows them to assess and review the quality and level of service being experienced by local residents/businesses each quarter. This includes information on Service levels, service cost and customer satisfaction. The Council's performance in terms of Local Government Benchmarking Framework Indicators is also reported to and reviewed by the Audit, Scrutiny and Petitions Board each year. Quality of service is also measured through national standards such as the Customer Service Excellence Standard, which all services are now accredited for. The Council was awarded organisational accreditation for CSE in February 2013 and was reaccredited in March 2014. The Council rolled out the Public Service Improvement Framework (PSIF) across all services, excluding schools, sport services and museum services. PSIF is a self-assessment framework which is based on the key concepts which underpin the European Foundation for Quality Management model, as well as the criteria set by the Investors in People Standard and Customer Service Excellence standard. The framework has helped services identify what is working well and what needs to improve. The Council has now completed cycle 1 and cycle 2 of PSIF and improvement plans are in place.
1.2.2	Put in place effective arrangements to identify and deal with failure in service delivery	The Council introduced a public petitions procedure in 2007 which strengthens the connection between the Council and the community and which has the potential to influence policy. The procedure allows people to raise issues of concern which relate 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. The procedure is reviewed on an annual basis. Details of petitions received and their outcomes are included in the annual report to the Board and on the Council's website. During the period 2014/15, 7 petitions were received, two of which the Board determined to be invalid. Petitions heard by the Board related to grass cutting, road repairs and traffic speed issues. The Audit, Scrutiny and Petitions 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 areas such as: (a) terms and conditions of a Renfrewshire Housing lease/contract in relation to the upkeep of Council property; (b) communication between tenants, elected members and Development & Housing Services; and (c) effectiveness of the Invest in Renfrewshire programme. Annually, a report is submitted to the Audit, Scrutiny and Petitions Board which summarises the Council's performance and sets out actions which will be taken to improve performance. The Council's local area committees act as a focus for community consultation, including an open session at each ordinary meeting where members of the public can raise issues in relation to Council services. An annual report is submitted to elected members on complaints data. The next report is due to be presented to Board following the end of the financial year. The Scottish Public Service Ombudsman has issued new guidance on complaints handling and has asked all local authorities to move towards a 2 stage complaints process. The new procedure was implemented from April 2013. The time taken to respond to complaints is monitored by services. This information is included as part of the complaints report to CMT (quarterly) and to Board (annually). All investigations of complaints against the Council by the Scottish Public Services Ombudsman are laid before the Scottish Parliament, and reported to the Audit, Scrutiny and Petitions Board. When a complaint has been upheld the Ombudsman's recommendations are implemented. An analysis of complaints received is submitted to the CMT annually. Services are encouraged when dealing with a complaint to accept responsibility where things have gone wrong, make changes, where appropriate, in procedures, rectify the situation if possible and apologise to the complainant. The Ombudsman's monthly commentary is published
	Performance reviewed each year by Audit, Scrutiny and Petitions Board Local Area Committees Complaints procedure / form Ombudsman reports / bulletin	

		Public Service Improvement Framework	on the Council's website and considered by the complaints focus group in order that areas of good and poor practice can be identified and shared.
			The Public Service Improvement Framework was rolled out across the Council. Implementation of the PSIF improvement plans will improve service delivery.
1.3	Ensuring that the authority makes best use of resources and that taxpayers and service users receive excellent value for money		
1.3.1	Decide how value for money (VFM) is to be measured and make sure that the authority or partnership has the information that is needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions.	Audit, Scrutiny and Petitions Board reviews Board reports Benchmarking / peer review Scotland Excel	The Audit, Scrutiny and Petitions Board prepares an annual programme of reviews. 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 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 officer on behalf of the Board. If appropriate, minority or dissenting views are recorded. At the end of each report to policy boards, services are required to state whether the content of the paper has implications on various issues. Services across the Council are involved in both formal and informal benchmarking arrangements through for example, the Association for Public Service 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 new Local Government Benchmarking Framework. This provides national benchmarking information on a range of indicators covering service delivery, cost and customer satisfaction. The Council is the lead authority for Scotland Excel, which was set up to deliver Best Value public services by securing cost reductions, improving best practice procurement capacity and capability, and creating a forum and communication medium for positive engagement with suppliers.

		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.
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PRINCIPLE 2: Members and officers working together to achieve a common purpose with clearly defined functions and roles

	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
2.1	Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function.		
2.1.1	Set out a clear statement of the respective roles and responsibilities of members generally and of senior officers	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 new code of conduct was approved by the Scottish Parliament and came into effect on 21st December, 2010. The Council benchmarked its standards against national guidance through the "How Councils Work Series" in their publication "Roles and working relationships: are you getting it right". This was presented to Scrutiny and Petitions Board in December 2010. A report to the General Management and Finance Policy Board held on 19th January, 2011 advised members of the principal changes to the code. The Council also has in place its own protocol on member / officer relations which has been reviewed. 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 & Resources Policy Board on 12th November 2014.

	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		Guidance for Council employees on election duties. Code of corporate governance Scheme of delegation	Prior to any election Guidance to Council Employees on various issues associated with elections is issued covering political neutrality, use of Council resources, support to councillors, publicity and visits to council premises by election candidates. The Council also 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. 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, including statutory appointments of officers. The Scheme is reviewed on a regular basis. A review of the Council's decision making structure was undertaken and agreed at the meeting of the Council in December 2012 incorporating changes of the scheme of delegation to Boards. A review of the scheme of delegation to the chief executive, directors and heads of service and other officers, including statutory appointments of officers was agreed at Council in February 2013, with further revisions being agreed at Council in December 2013. Further revisions to governance arrangements were made in December 2014 to reflect the effect of a number of major initiatives approved by the Council on the existing governance structure. These major initiatives are: the proposed 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 and Clyde Valley City Deal.
2.2	Ensuring that a constructive relationship exists between authority members and officers, and that the responsibilities of members and officers are carried out to a high standard.		

2.2.1	Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for the collective decision of the authority, taking account of relevant legislation and ensure that it is monitored and updated when required	Scheme of administration/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, 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. A review of the Council's decision making structure was undertaken and agreed at the meeting of the Council in December 2012 incorporating changes of the scheme of delegation to Boards. A review of the scheme of delegation to the chief executive, directors and heads of service and other officers, including statutory appointments of officers was agreed at Council in February 2013, with further revisions being agreed at Council in December 2013. Further revisions to governance arrangements were made in December 2014 to reflect the effect of a number of major initiatives approved by the Council on the existing governance structure. These major initiatives are: the proposed 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 and Clyde Valley City Deal.
	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
2.2.2	Making the Chief Executive responsible and accountable to the authority for all aspects of operational management	Conditions of employment, scheme of delegation, statutory provisions, and job description/person specification Annual review Covalent Performance Management System	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. The Chief Executive and members of the Corporate Management Team are able to monitor a wide range of performance information from the corporate performance management system, Covalent, such as Statutory Performance Indicators, Local Government Benchmarking indicators, Single Outcome agreement indicators and operational indicators.

2.2.3	Develop protocols to ensure that the leader and chief executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained.	Councillor's Code of Conduct, code of Conduct for Employees member/officer protocol, and elected members protocol Inter-party protocol. Weekly meetings between Chief Executive/Leader/Depute Leader	The Council complies with this requirement through the Councillors' Code of Conduct, Code of Conduct for employees and its Member/officer protocol. 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 multi-member ward issues. These protocols were last revised on 14 January, 2009 following consultation with elected members. The Council's elected member and inter-party protocols and protocol for member/officer relations have been reviewed. As these protocols dealt with similar issues, these were combined into one composite protocol which was approved at the Finance & Resources Policy Board on 12th November 2014. The Chief Executive also holds weekly meetings with the Leader and Depute Leader of the Council.
	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
2.2.4	Make a senior officer (the section 95 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts and for maintaining effective systems of internal financial control	Section 95 responsibilities Statutory provision, statutory reports, budget documentation Audit reports and audit, Scrutiny and Petitions Board	The Director of Finance and Resources is responsible for Section 95 responsibilities; financial and budget matters. In terms of the Section 95 responsibilities the Director of Finance and Corporate Services complies by submitting accounts by the statutory deadline, receiving a clean audit certificate, and presenting a balanced budget to the Council by the statutory date for the setting of the Council Tax. The Director of Finance and Corporate Services also provides budget monitoring information to relevant Policy Boards throughout the year. In terms of the Public Sector Internal Audit Standards, the Council's Chief Auditor submits an annual report to the Audit, Scrutiny and Petitions 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, Scrutiny and Petitions Board in relation to the findings of the Council's internal and external auditors and detailing the main issues arising.

2.2.5	Make a senior officer (usually the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with	Monitoring officer provisions and job description/person specification, statutory provision Scheme of delegation	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 on the Council's powers. 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, including statutory appointments of officers. The Scheme is reviewed on a regular basis. A review of the Council's decision making structure was undertaken and agreed at the meeting of the Council in December 2012 incorporating changes of the scheme of delegation to Boards. A review of the scheme of delegation to the chief executive, directors and heads of service and other officers, including statutory appointments of officers was agreed at Council in February 2013, with further revisions being agreed at Council in December 2013. Further revisions to governance arrangements were made in December 2014 to reflect the effect of a number of major initiatives approved by the Council on the existing governance structure. These major initiatives are: the proposed 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 and Clyde Valley City Deal.
		Standing orders relating to contracts	The Council has a statutory obligation to have standing orders 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, most recently February 2013, following a comprehensive review, revised standing orders were adopted.
		Procedural Standing Orders	The Council has approved procedural standing orders which determine how the business of meetings of the Council and its boards will operate. These are based on provisions contained in the Local Government (Scotland) Act 1973. Revisions to the Procedural Standing Orders were agreed the Council in December 2013.
		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, Scrutiny and Petitions Board and the various policy boards for our financial affairs. These were most recently reviewed in February 2013 and agreed at Council.
2.3	Ensuring relationships between the authority, its partners and the public are clear so that each know what to expect of the other.		
2.3.1	Develop protocols to ensure effective communication between members and officers in their respective roles.	Code of Conduct for Employees, Councillor's Code of Conduct and member/officer protocol Inter-party protocol	The Council currently complies with this requirement through its code of conduct for employees. The Councillors' Code, which sets out a protocol for relations between councillors and employees, has been issued to all elected members. 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 multi-member ward issues. These protocols were last revised on 14 January, 2009 following consultation with elected members. The Council's elected member and inter-party protocols and protocol for member/officer relations have been reviewed. As these protocols dealt with similar issues, these were combined into one composite protocol which was approved at the Finance & Resources Policy Board on 12th November 2014.
2.3.2	Ensure that an established scheme for remuneration of members and officers and an effective structure for managing the process including an effective remuneration panel (if applicable) are in place	Members' allowance scheme Pay and grading structure and appeals procedure	The Council currently complies through its scheme for member allowances and procedural documents. The Allowances and Expenses Regulations require that the Council may only reimburse claims for allowances and expenses where the expenditure has been incurred by an elected member in performing any approved duty. These Regulations also require all Councils to publish information on councillors' salaries, allowances and expenses on their website by 1 June in each year in respect of the previous financial year. Increased remuneration was approved by the Council at its meeting held on 27th February 2014. A key objective of the 1999 "Red Book" Agreement between the Scottish Employers and the trade unions was the introduction of a fair and non-discriminatory pay and grading structure based on the outcomes of a jointly developed job evaluation scheme. Following collective agreements being reached with the relevant trade unions, the Council introduced a new, fair and non-discriminatory pay and grading structure with effect from 1 April 2006 for all employees. A Job Evaluation Appeal Procedure for officers was also jointly agreed with the trade unions and has been implemented.

2.3.3	Ensure that effective mechanisms exist to monitor service delivery	Covalent Corporate Management Scorecard Performance Scrutiny Framework Board reports Annual reports – Community Plan and Single Outcome Agreement Audit, Scrutiny and Petitions Board	The Council has a well-developed performance management system in place called Covalent, which is actively used by services across the Council to monitor service improvement plans, strategies, actions plan and scorecards. The Corporate Management Team Scorecard is monitored using Covalent. It includes the Local Government Benchmarking framework indicators and is reported quarterly to the CMT. The Council has a comprehensive performance scrutiny framework in place, which involves meetings between the Chief Executive and Directors to scrutinise performance and service delivery. These cover: (i) Spring- Review progress of Service Plan implementation and assess the draft Service Improvement Plans covering the next three years. (ii) Autumn - meetings with Directors to scrutinise performance over the past year, at the mid year point Services are required to submit a 6 monthly performance monitoring report to the relevant policy boards. Performance indicators are reported to appropriate Policy Boards, the Corporate Management Team, and Senior Management Teams, at all appropriate levels of management. An annual report is presented to the Community Planning Partnership Board on the Single Outcome Agreement and the Community Plan, which demonstrates the progress being made by the Council and its partners in respect of key areas of activity. The Community Plan 2013-2023 links its activities to 6 priorities or themes. 6 monthly update reports are also presented to thematic boards. The Audit, Scrutiny and Petitions Board also reviews performance. The Council's performance in terms of the local government benchmarking framework indicators which are independently evaluated by Audit Scotland, is reported to the Audit, Scrutiny and Petitions Board every year, with the next report being presented in June 2015.
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		Mail tracking	The Council also has a mail tracking system, and services have also invested in effective Management Information Systems.
2.3.4	Ensure that the authority's vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated.	Council plan, Community Plan and Single Outcome Agreement Communications Strategy Decentralisation – local area committees	The Council Plan, which was approved by Council on 19th December 2013, sets out the overarching strategic vision and objectives of the Council. The document is closely aligned to the Community Plan, highlighting how we will deliver our part of the plan. It also sets out how we will need to adapt and improve to achieve our ambitions. The plan is structured around 3 themes, A better future, a better council, and a high performing council. It clearly highlights the priorities for the council over the next 3 years, describing how we will achieve outcomes for residents. The Plan is filtered throughout the organisation through Service Plans, to operational plans and IDP's. 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 organisations, academics and professionals from partner organisations and discussed priorities for action in the new community plan/SOA. 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. A communications strategy is currently being developed and will link closely with the new Community and Council Plans. 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. A communications plan/timeline was developed to improve our internal communications, and in particular, to promote and develop the awareness of both customers and employees with regards to the Council's priorities. This is now updated on a regular basis and presented to CMT. A new communications strategy is currently being developed. 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 through online consultations e.g. Local Development Plan. This process has been strengthened through the creation of the 5 local area committees as part of the decentralised approach to decision making. This allows consultation and performance review to be undertaken at a more localised level. The Council reviewed and updated its consultation strategy, to reflect new practices and plans for development, and this was approved at Leadership board in 2009. 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. ■
	Consultation Strategy	The Consultation Strategy action plan contains 6 priorities for improving the consultation that we do. Priority 4 is called "Targeting Different Audiences" and is about including hard to reach underrepresented groups in consultation. This includes young people, Black and Minority Ethnic communities, disabled people and special interest groups. This priority recognises that hard to reach groups often require more innovative methods of consultation in order to fully engage with them and services will, where possible, tailor their approach to individual customer groups. The Council uses an e-consultation tool which enables the Council and its partners to develop the role of on-line consultation. A consultation toolkit has also been developed as a quick reference guide for staff undertaking consultation activities, and which was updated in 2014. 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. An i-learn course has also been developed and is available for staff to access for training.
2.3.5	When working in partnership, ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority	Information is contained in the Finance and Resources Handbook on the Role, Duties and Liabilities of Company Directors. This information was updated in 2009 when relevant provisions of the Companies Act were brought into force. In addition, Minutes of Agreement set out the rights, duties, powers liabilities and obligations of parties to these Agreements. On 12 August, 2009 the General Management and Finance Policy Board approved a framework for assessing representation on arms length external organisations.

2.3.6	When working in partnership ensure that there is clarity about the legal status of the partnership; and ensure that representatives of organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to decisions.	Corporate Services Handbook, Minutes of agreement and Councillor's Code of Conduct	Information is contained in the Finance and Resources Handbook of Procedural Documents on the Role, Duties and Liabilities of Company Directors. This information was updated in 2009 when relevant provisions of the Companies Act were brought into force. In addition, Minutes of Agreement set out the rights, duties, powers, liabilities and obligations of parties to these Agreements. The Code of Conduct for Councillors requires that where an elected member is appointed or nominated by the Council as a member of another body or organisation that the elected member is bound by the rules of conduct of these organisations. Elected members must continue to observe the rules of the Code in carrying out the duties of these bodies. On 12 August, 2009 the General Management and Finance Policy Board approved a framework for assessing representation on arms length external organisations.
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PRINCIPLE 3: Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour

	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
3.1.	Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance.		
3.1.1	Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect.	Council Plan and Corporate Induction	The Council complies with this requirement through the Council Plan which is introduced to all new employees through the Corporate Induction programme. The programme is now provided on-line via the Council's intranet, using the 'i-learn' facility. Employees who do not have immediate access to a computer can arrange this at a library or at a school office for teaching staff. Facilitated training days can also be arranged for employees without any access to a computer. The Council's vision and key themed priorities are explored in the induction modules.
		Publication scheme and Minutes and agendas	The Council's publication scheme, which was revised on 14 January 2009, specifies the classes of information which the authority makes available to the public, how that information is made available and whether there is a charge for the information. The scheme was reviewed and agreed in June 2013.
			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. The agenda and minutes are available on the Council's website.
		Employee Survey	Renfrewshire Council conducts an employee survey on a regular basis to listen to employees and drive improvement across the council. The Council undertook an extensive survey in early 2013 across all services which gave an opportunity for employees to give their views and suggestions. Detailed analysis of the results has taken place, areas for improvement identified and improvement actions developed.

	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		Engagement with trade unions	The council engages with the recognised trade unions through a number of forums including Joint Negotiating board non teaching, Joint negotiating committee for teachers, corporate Health and Safety Committee and corporate and departmental trade union liaison meetings. These forums provide the opportunity for employee representatives to engage in discussion and debate on matters relating to the councils workforce.
3.1.2	Ensure that standards of personal conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of practice.	Employee Code of Conduct, Protocol on member / officer relations and Code of conduct for employees and Councillor's code of conduct Complaints policy and Anti fraud and corruption policy Inter party protocol and Elected member protocol Elected member training and development and induction programme	The Council currently complies with this requirement by having a code of conduct for its employees, which is issued to all new employees. In addition, the Councillors' Code sets out a protocol for relations between councillors and employees. The General Management and Finance Policy Board at its meeting held on 17 November, 2010 agreed a revised code of conduct for employees on the acceptance of gifts and hospitality. The Council's elected member and inter-party protocols and protocol for member/officer relations are currently being reviewed. As these protocols deal with similar issues, rather than having three separate protocols, they are being combined into one composite protocol. An internal complaints procedure for employees, and an anti-fraud strategy are also in place. 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 multi-member ward issues. These protocols were last revised on 14 January, 2009 following consultation with elected members. The Council's elected member and inter-party protocols and protocol for member/officer relations have been reviewed. As these protocols dealt with similar issues, these were combined into one composite protocol which was approved at the Finance & Resources Policy Board on 12th November 2014. A programme of Induction training was provided for Councillors throughout May/June 2012, including mandatory training in relation to Planning, Appeals and Licensing. A series of "Introductions to Services" and a programme of briefings from officers and community planning partners were offered during the remainder of

		the year. An annual register of training undertaken by Councillors is published on our website in June each year. The Council has adopted the CPD framework for Councillors designed by the Improvement Service. A training programme for Councillors is in place for January to June 2015. Details of training undertaken are published with the Register of Interests in June each year and are available on our website at www.renfrewshire.gov.uk
	MTIPD / MDP 2/360 review	The council continues to optimise employee 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.
	Induction	A number of E-Learning modules are now 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 various key policies that are in place.
	Local Area Committee guidelines for operation	Guidelines have been prepared, and revised following consultation in 2009, in relation to the operation of the Council's 5 local area committees which deal with membership and representation, conduct and operation of meetings, the roles of community representatives, community planning partners and council services, support to local area committees. A code of conduct for community representatives has been developed based on the principles of public service, selflessness, integrity, objectivity, accountability and stewardship, openness, honesty, leadership and respect. Guidance with regard to community representatives' conflicts of interest has also been issued. A code of conduct has also been developed for members of the local licensing forum based on the principles of public service. A Code of Conduct for Community Councillors has also been introduced as part of a Scheme for the Establishment of Community Councils, based on the national model Scheme introduced by the Scottish Government in 2009. This sets out the minimum standard of personal conduct and personal behaviour expected of residents who represent their area as members of a community council.

	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
3.1.3	Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice.	Councillors' Code of conduct Code of conduct for employees Inter party protocol Elected member protocol Protocol on inter-party protocol Training for elected members Register of interests Equality and Human Rights Impact assessment	The Council currently complies with this requirement by having a code of conduct for its employees. The Councillors' Code, which sets out a protocol for relations between councillors and employees, has been issued to all elected members. 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 multi-member ward issues. These protocols were last revised on 14 January, 2009 following consultation with elected members. The Council's elected member and inter-party protocols and protocol for member/officer relations have been reviewed. As these protocols dealt with similar issues, these were combined into one composite protocol which was approved at the Finance & Resources Policy Board on 12th November 2014. A briefing to update elected members on the protocol for Member/Officer Relations was held in May 2010. Members were provided with a briefing in 2009 in relation to governance issues. As an aide-memoire to members regarding registration and declaration of interests, all Council and Board agendas since August, 2009 have included an item in relation to declarations of interest. The Head of Legal and Democratic Services wrote to members in May 2011 relative to advice by the Standards Commission for Scotland 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. The Head of Legal and Democratic Services also issues a reminder on six monthly basis regarding members updating their register of interests. Equality and Human Rights impact assessments are undertaken for all new policies and procedures to ensure that there is no direct or indirect risk of discrimination. New guidance was issued to support services in conducting impact assessments.

3.2 Ensuring that organisational values are put into practice and are effective

	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
3.2.1	Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations, and communicate these with members, staff, the community and partners	Council Plan Community Plan Single Outcome Agreement Communication planner/strategy Councillors' Code of conduct Code of conduct for employees	The organisation complies with this statement through its Council Plan which sets out its priorities and objectives. While the Plan not only lists a number of formal values, it also does describe fully the type of organisation that the Council wants to be, and how it intends to achieve this. The new Council Plan was agreed in December 2013. The Council is in the process of developing and implementing a wide ranging communications strategy which will ensure that partners, residents and employees are aware of the priorities and know how they can contribute towards achieving outcomes. Similarly, the Council has agreed a number of shared priorities and outcomes with its community planning partners and residents, which are outlined in the Community Plan. Again, whilst these do not list a number of shared values, they do however demonstrate the spirit into which these agreements have been entered into by all partners and major consultation local community groups. A communications plan/timeline was developed to improve our internal communications, and in particular, to promote and develop the awareness of both customers and employees with regards to the Council's priorities. It is now being refreshed on a regular basis. A new communications strategy is currently being developed. 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 multi-member ward issues. These protocols were last revised on 14 January, 2009 following consultation with elected members. The Council's elected member and inter-party protocols and protocol for member/officer relations have been reviewed. As these protocols dealt with similar issues, these were combined into one composite protocol which was approved at the Finance & Resources Policy Board on 12th November 2014.

	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		Local Area Committee guidelines for operation	A code of conduct for community representatives on local area committees has been developed based on the principles of public service, selflessness, integrity, objectivity, accountability and stewardship, openness, honesty, leadership and respect. Guidance with regard to community representatives' conflicts of interest has also been issued. A code of conduct has also been developed for members of the local licensing forum based on the principles of public service and was agreed by the Forum on 16th September 2009. A Code of Conduct for Community Councillors has also been introduced as part of a new Scheme for the Establishment of Community Councils, based on the national model Scheme introduced by the Scottish Government in 2009. This sets out the minimum standard of personal conduct and personal behaviour expected of residents who represent their area as members of a community council.
3.2.2	Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice	Protocol for Relationships between Political Groups, Elected Members and Officers Register of Interests	Any alleged contraventions of the Ethical Standards in Public Life etc (Scotland) Act 2000 would be referred for investigation to the Chief Investigating Officer 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. 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, Scrutiny and Petitions 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.

	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		Register of interests for Senior Officers	Members are required to register their interests in terms of the Code of Conduct for Councillors. The Council has a register of annual declaration of interest by Senior Officers (which is completed on a voluntary basis by Directors and Heads of Service) Information contained in the register is subject to Freedom of Information. The register was re-established in November 2013. Officers are contacted on a 6-monthly basis to update the register.
3.2.3	Develop and maintain an effective standards committee (or ensure the function is undertaken by an appropriate equivalent).	Code of Conduct for Councillors Acceptable use policy and guidelines	There is no requirement in Scotland for Councils to establish a standards commission. Any alleged contraventions of the Ethical Standards in Public Life etc (Scotland) Act 2000 would be referred for investigation to the Chief Investigating Officer 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. This was updated in 2014.
3.2.4	Use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority.	Code of Conduct for Councillors Code of conduct for employees Protocol for Relationships between Political Groups, Elected Members and Officers Council Plan	The Council currently complies with this 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 & Resources Policy Board on 12th November 2014. The Council also complies with this requirement through the Council Plan,

	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		Community Plan Single Outcome Agreement Service improvement plans	Community Plan and Single Outcome Agreement, which were agreed in 2013. The Council Plan highlights 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, as set out in the Community Plan 2013-2023. Services are required to demonstrate through their service improvement plans how they contribute to the both the Council and Community Plans, and to the achievement of the various outcomes and targets agreed by the Council and its partners through these 2 strategic documents.
3.2.5	In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively.	Codes of conduct Code for members of local area committees Community Plan Single Outcome Agreement Strategic Partnership arrangements	The various codes of conduct determine how officers and members work within partnerships, and the shared values that they will demonstrate. A code of conduct for community representatives on local area committees has been developed based on the principles of public service, selflessness, integrity, objectivity, accountability and stewardship, openness, honesty, leadership and respect. Guidance with regard to community representatives' conflicts of interest has also been issued. 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 have been published through the Community Plan 2013-2023. Community planning structures across Renfrewshire were redesigned to reflect the nature and focus of these agreements and to promote closer partnership working. Within partnerships, specific values may be set out as part of the plan or strategy of that group. Partnership agreements are in place for strategic partnerships involving the Council, for example, North Strathclyde Community Justice Authority, the Clyde Valley Review and Renfrewshire Community Health Partnership. These set out the partnerships' priorities and objectives. A code of conduct has also been developed for members of the local licensing forum based on the principles of public service.

			A Code of Conduct for Community Councillors has also been introduced as part of a new Scheme for the Establishment of Community Councils, based on the national model Scheme introduced by the Scottish Government in 2009. This sets out the minimum standard of personal conduct and personal behaviour expected of residents who represent their area as members of a community council.
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PRINCIPLE 4: Taking informed and transparent decisions which are subject to scrutiny and managing risk

	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
4.1 Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny.			
4.1.1	Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority's performance overall and that of any organisation for which it is responsible	Audit, Scrutiny and Petitions Board Policy boards Decentralisation – local area committees Petitions function	The Council has an established Audit, Scrutiny and Petitions Board the terms of reference for which include monitoring and reviewing service delivery, performance, policies and practice and community leadership through monitoring of other public bodies. The Council's policy boards also undertake a scrutiny role as do the five local area committees. The Council has also introduced a petitions function which allows members of the public to raise issues of concern. The process is reviewed on an annual basis and in 2009 following consultation a number of amendments were implemented to increase awareness of and participation in the process, including the 'get involved' campaign. Further consultation was undertaken in 2010 as a result of which the Scrutiny and Petitions Board agreed that no further changes were required to the procedure. However, a new action plan was developed to address some of the issues raised.
4.1.2	Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based	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, including personnel, legal, financial, risk, health and safety and other implications, and provide clear recommendations. Minutes of meetings outline the decisions which have been taken and recorded where decisions contrary to a director's recommendations have been taken by elected members. Revised report templates were issued in late 2013 and came into effect in January 2014. These are now aligned to the new community planning themes and also have required sections on where equality, human rights and privacy impact implications are noted.

4.1.3	Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice	Standing orders Scheme of delegated functions Code of Conduct for Councilors Code of conduct for employees	The Council currently complies through its procedural documentation including; Standing Orders; Standing Orders relating to Contracts; Financial Regulations; Scheme of Delegated Functions, code of conduct for employees and the Councilors' Code, which sets out a protocol for relations between councillors and employees. This code has been issued to all elected members. A new code of conduct was approved by the Scottish Parliament and came into effect on 21st December, 2010. A report to the General Management & Finance Policy Board held on 19th January, 2011 advised members of the principal changes to the code. The Council's elected member and inter-party protocols and protocol for member/officer relations are currently being reviewed. As these protocols deal with similar issues, rather than having three separate protocols, they have been combined into one composite protocol which was approved by the Finance & Resources Policy Board on 12th November 2014 The Ethical Standards in Public Life etc (Scotland) Act 2000 provides for the issue of a Code of Conduct for Councilors. The Code advises on declarations of interests especially those which specify integrity, honesty and openness which are given effect by the requirement for elected members to declare an interest at meetings. Members have been provided with a number of briefings in relation to this aspect of the Code and in particular advising them of their responsibility to make decisions about whether a declared interest prevents the member from taking part in any discussion or voting. Since August, 2009 all Council and Board agendas include an item in relation to declarations of interest.
		Elected member training and development programme including licensing	In addition, the Council has in place a training and development programme for elected members, details of which the Council requires to publish at the same time as publishing information about councilors' salaries, allowances and expenses.
		Register of interests	All members of the Licensing Board undertook a course of training accredited by the Scottish Ministers within 3 months of their appointment to the Licensing Board. Members are reminded in relation to declarations of interest and to keep their register of interests up to date. The Head of Legal & Democratic Services wrote to members in May 2011 relative to advice by the Standards Commission for Scotland 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.
			The Council has a register of annual declaration of interest by Senior Officers (which is completed on a voluntary basis by Directors and Heads of Service)

			Information contained in the register is subject to Freedom of Information. The register was re-established in November 2013. Officers are contacted on a 6-monthly basis to update the register.
4.1.4	Develop and maintain an effective audit committee (or equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee	Audit, Scrutiny and Petitions Board Training programme for Audit, Scrutiny and Petitions Board Training and development programme for officers	The Audit, Scrutiny and Petitions 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 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 training 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 during 2014 included visits to other Local Authorities to identify how their Audit and Scrutiny arrangements operated and also Members roles in relation to the Public Sector Internal Audit Standards. The training 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 Programme, these programmes will be reviewed to ensure fitness for purpose. The Scottish Public Service Ombudsman has issued new guidance on complaints handling and asked all local authorities to move to a 2 stage complaints process. The process was officially implemented from April 2013. The process makes the complaints process simpler and more accessible for customers, as we have widened the definition of a complaint, and improved logging of complaints. This means that complaints can now be made in person, over the phone, via e-mail or in writing. There has also been a drive towards frontline handling of complaints. The time taken to respond to complaints is monitored by Services. The Council is also conducting in depth analysis of complaints and will soon be publishing complaints information on the website. Quarterly complaints reports are given to CMT and an annual report goes to Board. All investigations of complaints against the Council by the Ombudsman are laid before the Scottish Parliament, and reported to the Audit, Scrutiny and Petitions
4.1.5	Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints.	Complaints procedure Complaints monitoring Reports to Ombudsman	

			Board. The Ombudsman's monthly bulletin is featured on the Council's website, and considered by the complaints focus group, in order that areas of good practice can be identified and shared.
4.2 Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs			
4.2.1	Ensure that those making decisions whether for the authority or the partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications	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. An annual timetable covering the various board cycles is approved by the Council and circulated.
4.2.2	Ensure that proper professional advice on matters that have financial or legal implications is available and recorded well in advance of decision making and used appropriately	Annual timetable of board meetings Reports to board / Council	All reports have a 'frontispiece' which details consultation undertaken by the author of the report 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. Revised report templates were issued in late 2013 and came into effect in January 2014. These are now aligned to the new community planning themes and also have required sections on where equality, human rights and privacy impact implications are noted. Pre-agenda meetings are held at which legal and financial issues can be addressed prior to the finalised agenda being issued.
4.3 Ensuring that an effective risk management system is in place			
4.3.1	Ensure that risk management is embedded into the culture of the authority, with members and managers at all levels recognising that risk management is part of their jobs.	"Risk Matters" - the council's Risk Management Policy and Strategy Corporate Risk Register: ▪ Submission report to Board ▪ ¼ reports to CRMG ▪ Midyear report to Board Service Risk Management Plans: ▪ Submission reports to Boards ▪ ¼ reports to SMTs/DMTs ▪ Midyear reports to Boards Strategic Risk Management Development Plan	The council has a well-established risk management strategy which is subject to routine monitoring and review. Risk Matters is formally reviewed by the Finance and Resources Policy 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. Risk Matters is explicit regarding the council's risk management philosophy and regarding members' and managers' responsibilities for risk management. The council maintains, and routinely monitors and reviews its corporate risk register and service risk management plans in accordance with Risk Matters. 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.

		CRMG Risk Management Annual Report Board paper template Project Management Framework Partnership Risk Management Training & Development Risk communications Financial Regulations and Codes	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 can be moved between corporate or service level. The Group monitors Risk Management Key Performance Indicators. A report on the effectiveness of the council's risk management framework is provided to the Audit, Scrutiny and Petitions Board on an annual basis. -The council's Board paper template includes a 'risk implications' section. -The PMF provides guidance on project risk management. -Partnership risk management resources are available on Renfo -e-learning risk management course available in addition to other opportunities Risk Management Articles are included in the Audit and risk Newsflash The Financial Regulations require each Director to review their management of risk annually and provide the Director of Finance and Corporate Services with an annual risk management plan for the forthcoming year. A template is used to aid consistency and ensure robustness of approach across all services. The template is also available for use by associated bodies. The Council complies with this requirement by having a whistle blowing policy which is part of the employees' code of conduct.
4.3.2	Ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the authority have access.	Whistle blowing policy	
4.4. Using their legal powers to the full benefit of the citizens and communities in their areas			
4.4.1	Actively recognise the limits of lawful activity placed upon them by, for example, the ultra vires doctrine but also strive to utilise their powers to the full benefit of their communities	Scheme of delegation Standing Orders Procedural standing orders Financial regulations Policy 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. 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.
4.4.2	Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on authorities by public law.	Scheme of delegation Standing orders Procedural standing orders Financial regulations Board reports Training and development	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. In addition, the Council has a programme of training

			programme for members. Monitoring officer	and development for elected members in place. 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 on the Council's powers.
4.4.3	Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law -rationality, legality and natural justice -into their procedures and decision making processes	Scheme of delegation Standing orders Procedural standing orders Financial regulations Board reports Training and development programme for members.	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. In addition, the Council has a programme of training and development for elected members in place.	

PRINCIPLE 5: Developing the capacity and capabilities of members and officers to be effective.

	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
5.1	Making sure that members and officers have the skills, knowledge, experience and resources they need to perform their roles well.		
5.1.1	Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis.	Corporate Induction programme Member training and development programme MTIPD/MDP2/360 reviews i-learn Training	The Council complies with this requirement through the Corporate Induction programme and through wider training programmes for both officers and elected members. The Council continues to optimise employee 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. A number of E-Learning modules are now 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 various key policies that are in place. The courses offered provide an opportunity for officers to update their knowledge as and when required.
5.1.2	Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the authority.	Job description – Chief Executive Scheme of delegation Management Development Programme MTIPD / MDP 360 reviews	Statutory appointments of officers are detailed in the Council's scheme of delegation and this is reviewed on a regular basis. The Council has developed a core competency framework as part of its management development programme. As part of the competency -Customer / Community Focus, one of the sub-competencies is Governance which requires the need to demonstrate understanding and ensures compliance with all regulatory, ethical and social requirements. The council continues to optimise employee 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 part of the Management Development Programme an online 360 degree assessment tool has been designed to give managers feedback about their performance. This tool is based on our Core Competency Framework and focuses on key behaviours expected of all Renfrewshire Council managers.
5.2 Developing the capability of people with governance and responsibilities and evaluating their performance, as individuals and as a group.			
5.2.1	Assess the skills required by members and officers and make a commitment to develop these skills to enable roles to be carried out effectively	Members' induction Regular update sessions Within partnerships, specific values may be set out as part of the plan or strategy of that group. Training and development plan for members / Individual Development Plans Audit, Scrutiny and Petitions Board Training programme MTIPD/MDP2 / 360 reviews	A training and development programme for members is in place. This is based on a rolling programme with an initial induction being undertaken after the local elections. Meetings are also held with all Council services in relation to members' training and follow up training is undertaken as required. In addition, services hold regular seminars for members on specific service issues. A series of information leaflets has been issued to elected members and they have access to the Finance and Resources Handbook of Procedural Documents. A programme of Induction training was provided for Councillors throughout May/June 2012, including mandatory training in relation to Planning, Appeals and Licensing. A series of "Introductions to Services" and a programme of briefings from officers and community planning partners was offered during the remainder of the year. An annual register of training undertaken by Councillors is published on our website in June each year. The Council has adopted the CPD framework for Councillors designed by the Improvement Service. A training programme for Councillors is in place for January to June 2015. The MTIPD/MDP2 programmes have been developed to ensure that staff receive the appropriate support to develop their knowledge and skills and to carry out their existing role effectively. As part of the Management Development Programme an online 360 degree assessment tool has been designed to give managers feedback about their performance. This tool is based on our Core Competency Framework and focuses on key behaviours expected of all Renfrewshire Council managers.

5.2.2	Develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed	Training plan for members MTIPD/MDP2 / 360 review	We comply with this requirement through our training programme for members and the MTIPD/MDP2 and 360 review and training programmes for employees.
5.2.3	Ensure that effective arrangements are in place for reviewing the performance of the executive as a whole and of individual members and agreeing an action plan which might, for example, aim to address any training or development needs	Covalent performance management system Corporate Management Team/ Council Plan scorecard Public Service Improvement Framework Self evaluation of the Community Planning Board Audit, Scrutiny and Petitions Board review programme Member training and development programme. Petitions function Decentralisation – local area	Performance information from across services is monitored by the Chief Executive and her Corporate Management Team using the Council's performance management system, Covalent. The system is used to monitor the Corporate Management Team scorecard quarterly. The scorecard has been developed to reflect key areas of service delivery. All services in the Council are using PSIF to review various aspects of their services, including performance. Cycle 1 and 2 are now complete and action plans are being monitored. 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 national Improvement Service and officers from the Chief executive's Service. The Audit, Scrutiny and Petitions Board agrees an annual programme of activities which includes areas for specific investigation. The Audit, Scrutiny and Petitions Board also has a written intimation procedure in respect of which any member of the Board may request that a particular matter be considered by the Board. Each of the policy boards has a scrutiny function and the local area committee also perform this role. A training and development programme for members is also in place. The Council has also introduced a petitions function which allows members of the public to raise issues of concern. Following consultation with members of the Board, Community Councils and members of the public, the process was reviewed in 2009 amendments were agreed to increase awareness of and participation in the process, including development of the 'get involved' campaign. Further consultation was undertaken in 2010, as a result of which the Scrutiny and Petitions Board agreed that no further changes were required to the procedure. However, a new action plan was developed to address some of the issues raised. Training for local area committee (LAC) members was carried out prior to the first full round of LAC meetings in 2008. Since then training has been carried out when

		committees	possible as new members have joined the LACs. Two examples are Paisley West and Central Community Council and Renfrewshire Youth Voice (twice) who have had individual training sessions.
5.3	Encouraging new talent for membership of the authority so that best use can be made of individual skills and resources in balancing continuity and renewal.		
5.3.1	Ensure that effective arrangements are in place designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority	Consultation strategy and toolkit Consultation mechanisms Decentralisation – local area committees. Petitions function	The Council reviewed and updated its consultation strategy, to reflect new practices and plans for development, and this was approved at Leadership board in 2009. 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. A 2010 update of the Consultation Strategy was completed and went out to consultation with the Council's partners. The strategy has been updated to take into account changes to consultation activities and the context within which consultation is taking place. It has now been published on Renfo and shared with partners. A report to Leadership Board in October 2010 showed details of progress made on the Consultation Action Plan that was agreed in the 2009 strategy. This showed that good progress was being made and that most actions were either completed or on target to be completed. The update of the strategy was completed in 2014. The Consultation Strategy action plan contains 6 priorities for improving the consultation that we do. Priority 4 is called "Targeting Different Audiences" and is about including hard to reach underrepresented groups in consultation. This includes young people, Black and Minority Ethnic communities, disabled people and special interest groups. This priority recognises that hard to reach groups often require more innovative methods of consultation in order to fully engage with them and services will, where possible, tailor their approach to individual customer groups. The Council procured an e-consultation tool which enables the Council and its partners to develop the role of on-line consultation. We have also developed a consultation toolkit as a quick reference guide for staff undertaking consultation activities, and which was updated in 2010. 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.	One of the key ways in which the Council has encouraged local people to participate in local decision making, is through the creation of 5 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. The Council has also introduced a petitions function which allows members of the public to raise issues of concern. Following consultation with members of the Board, Community Councils and members of the public, in 2009 to increase awareness of and participation in the process, a number of amendments were made and the 'get involved' campaign developed. Further consultation was undertaken in 2010, as a result of which the Scrutiny and Petitions Board agreed that no further changes were required to the procedure. However, a new action plan was developed to address some of the issues raised.
5.3.2	Ensure that career structures are in place for members and officers to encourage participation and development	Workforce planning strategy MTIPD/MDP2 Learning and Development Opportunities Pay and Grading model	The development and implementation of the Council's workforce plan and action plan will assist the Council in ensuring that workforce planning is embedded in all service development strategies, and will assist services and the Council meeting the key challenges faced now and in the future, demonstrating Best Value. Workforce planning will also help ensure the Council has a workforce aligned in terms of skill, aptitude and flexibility to meet service demand and customer expectation. The MTIPD/MDP performance review processes ensure that all learning and development needs are identified and actioned and that service improvement and career pathways are discussed and promoted. Key performance indicators are reported regularly to CMT and the Workforce Development and Equality Group (WFDandE). The Council's Organisational Development Team provides a wide range of tailored in house learning and development opportunities and solutions which all employees can access throughout the year to assist in addressing identified development/performance needs. The Council has agreed a revised pay and grading model.	

PRINCIPLE 6: Engage with local people and other stakeholders to ensure robust public accountability.

	Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
6.1	Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships.		
6.1.1	Make clear to themselves, all staff and the community to whom they are accountable and for what	Council Plan Community Plan Single Outcome Agreement Annual Accounts Scheme of Delegation Board structure LACs / Scheme of Decentralisation	The Council Plan and Community Plan 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 Community Plan, and also through Local Area Committees and community planning conference events. Progress on delivering on the priorities in the Council Plan will be reported to the Leadership Board on a regular basis. The Plan highlights the key priorities, targets and outcomes that it has committed to deliver on. Our annual accounts also set out what and to whom the Council is accountable. This is also detailed in the Scheme of Delegation and through information on board membership and structure which is published on our website. The Council's scheme of decentralisation was introduced in April 2008, establishing five statutory local area committees to promote the well-being of the area and ensure that services meet the needs of the residents of that area. The local area committees are responsible for promoting active citizenship; shaping services around the needs of residents; promoting enhanced coordination and scrutiny of public services at a local level; funding local projects and distributing grants from delegated local area committee budgets. LACs prioritise the distribution of their resources in accordance with community needs identified in their respective local action plans and community plan key priorities. An annual report is submitted to each LAC highlighting each LAC's key achievements and providing information on the outcomes of a number of projects funded by the LAC from delegated local area committee budgets

		Results from specific local consultations published	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 Service Panel (PSP) section of the website lists the questions asked of PSP members, the findings and how we are using their feedback.
6.1.2	Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required	Independent evaluation Shared Risk Assessment Community planning structures Membership of Scottish Government Groups	The Council is independently evaluated by bodies such as the Care Inspectorate, Education Scotland, Audit Scotland and the Scottish Public Services Ombudsman considers complaints against the Council. Governance and accountability is one of the Best Value characteristics as set out by Audit Scotland. During 2014/15 a shared risk assessment was carried out by the Local Area Network, which consists of auditors and inspectors from all scrutiny bodies that engage with Renfrewshire Council (e.g. Education Scotland, SWIA, Audit Scotland). The resulting Scrutiny Plan is currently in draft form and will be published in Spring 2015. Initial results from the assessment show that the Council is low risk in terms of requiring external scrutiny. The Council engages regularly with partner organisations across the public, private and voluntary sector, through community planning structures. These were updated in 2013 to reflect the focus of the Community Plan 2013-2023. The Council also actively participates and has fostered relationships with the Scottish Government.

6.1.3	Produce an annual report on the activity of the scrutiny function	Audit, Scrutiny and Petitions Board programme Audit Scotland reviews	The Audit, Scrutiny and Petitions Board agrees an annual programme of activities. The Board receives on an annual basis reports from Audit Scotland and the Accounts Commission, the Ombudsman and the Standards Commission for Scotland. The Audit, Scrutiny and Petitions Board also prepares an annual report on its activities. Audit Scotland produces an annual review of local authority audits which is reported to the Audit, Scrutiny and Petitions Board each year.
6.2	Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning.		
6.2.1	Ensure clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements and ensure that they operate effectively	Renfrewshire Magazine Communication planner/strategy Complaints Procedure	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, Customer Contact centre A communications strategy is currently being developed and will provide an overview of the Council's communications aims and objectives, key messages, target audiences and communications activities anticipated. The Scottish Public Service Ombudsman has issued new guidance on complaints handling and asked all local authorities to move to a 2 stage complaints process. The process was officially implemented from April 2013. The process makes the complaints process simpler and more accessible for customers, as we have widened the definition of a complaint, and improved logging of complaints. This

		means that complaints can now be made in person, over the phone, via e-mail or in writing. There has also been a drive towards frontline handling of complaints. Registered Tenants' Organisations (RTOs) send delegates to a Council Wide Forum (CWF) once a year, where all general issues relating to housing policy, service performance of service development are discussed. An Executive Committee (made up of 2 RTO delegates from each Neighbourhood Housing Forum and two owner-occupiers who are also tenant representatives) determines the agenda for the CWF meeting, and acts as a 'sounding board' for tenant opinion between CWF meeting. The annual CWF will continue to enable RTO's to engage with Council officers and discuss issues of relevance on a Renfrewshire Wide basis, whilst the Tenant Open Days will complement this with local events to encourage and increase tenant participation and engagement. The Tenants Open Days will be organised at a more decentralised local level with one in Renfrew, one in Johnstone, one in Paisley North and one in Paisley South. They will include a wide range of things of interest to tenants such as stalls with relevant information and advice, and feedback on Housing Services and other service developments. In accordance with guidance from the Scottish Housing Regulator and the arrival of the Scottish Social Housing Charter, a Tenants Scrutiny Panel has been established as the platform for delivering customer scrutiny of our performance in meeting Charter outcomes. There are also nine Neighbourhood Housing Forums which place greater focus on the day-to-day issues which matter to tenant representatives – for example, particular problems with empty properties or antisocial behaviour - rather than strategic matters. All tenant and resident groups which meet the Council's registration criteria in full are invited to send two representatives to their local Neighbourhood Housing Forum. Officers from Development and Housing Services liaise with other Council services and partner organisations about issues raised by tenant representatives at the Forums. Other Council officers or external partners will be invited to attend, where there are specific issues relating to their service being discussed. The Neighbourhood Housing Forums are responsible for: - monitoring performance in relation to housing services and monitoring progress in respect of local housing initiatives - monitoring progress on Estate Actions Plans (these are used in some areas by housing management staff to co-ordinate action to deal with specific local problems) - agreeing and prioritising small scale improvement works which are funded through Neighbourhood Forum Budgets
	Registered Tenants' Organisations	

			We recognise that we should regularly monitor and evaluate how our formal tenant participation structure is operating, and consequently we will carry out regular reviews of the effectiveness of the current structure. In Spring 2013 a Tenants Satisfaction Survey (TSS) was conducted; results from the 2013 TSS indicated a clear preference for tenants wishing to be consulted on issues that may affect them directly on an individual basis. We will carry out another TSS during 2015. The Customer Engagement Strategy, approved by The Housing and Community Safety policy board in August 2010, is being implemented with the aim of building on existing good practice to engage more effectively with all customers (not just those involved in tenants' organisations) and other service users. We report progress on this annually to the Housing and Community Safety policy board. We have continued to expand our 'Quality Circles' initiative and this is now established in our high rise flats and our sheltered housing complexes. The Quality Circle inspections provide the platform for residents to become involved in improving services which directly affect them, and the model also attracted attention from other local authorities and RSLs who are keen to learn from our experience and develop similar initiatives.
6.2.2	Hold meetings in public unless there are good reasons for confidentiality	Meetings held in public Scheme of decentralisation – local area committees Webcasting of Council meetings	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 decentralisation was introduced in April 2008 establishing five statutory Local Area Committees (LACs) to promote the well-being of each LAC area and ensure that services meet the needs of the residents of that area. The LACs are responsible for promoting active citizenship; shaping services around the needs of residents; promoting enhanced coordination and scrutiny of public services at a local level; and funding local projects and distributing grants from delegated local area committee budgets. LACs agree Local Action Plans each year which promote a strategic approach to the funding of local projects and the delivery of local services. The council trialled webcasting Council meetings to enable anyone to watch the debates, proceedings and decisions taken with the first live broadcast taking place on the 27/02/2014. Following the trial it was agreed that Council meeting be webcast from October 2014
6.2.3	Ensure that arrangements are in place	Consultation strategy and toolkit	The Council reviewed and updated its consultation strategy, to reflect new practices

	to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands.	Consultation and engagement mechanisms Community planning structure Through our website – complaints, comments, consultation	and plans for development, and this was approved at Leadership board in 2009. 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. A report to Leadership Board in October 2010 showed details of progress made on the Consultation Action Plan that was agreed in the 2009 strategy. This showed that good progress was being made and that most action were either completed or on target to be completed. The update of the strategy was completed in 2014. A consultation toolkit has been developed as a quick reference guide for staff undertaking consultation activities, and which was updated in 2010. 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. An i-learn course has also been developed and is available for staff to access for training. Council services engage and consult with communities in a number of ways including: Public Service Panel, Focus Groups, Tenants and Residents Forums, service user groups, Community Planning process, Complaints Procedure, and Community Councils. Renfrewshire Forum for Empowering Communities is taking a lead role in giving local communities a voice in Renfrewshire. It will provide meaningful, sustained and effective engagement with communities and citizens. It values the knowledge, skills and 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. 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.
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		Decentralisation – local area committees Petitions function	Decentralisation and the creation of 5 local area committees provide an opportunity for the Council and its partners to engage with residents on a localised basis. The Council has also introduced a petitions function which allows members of the public to raise issues of concern. Following consultation with members of the Board, Community Councils and members of the public to increase awareness of and participation in the process, in 2009 a number of amendments were made and the 'get involved' campaign developed. Further consultation has been undertaken as a result of which the Scrutiny and Petitions Board agreed that no further changes were required to the procedure. However, a new action plan was developed to address some of the issues raised.
6.2.4	Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about including a feedback mechanism for those consultees to demonstrate what has changed as a result.	Public Services Panel Consultation strategy and toolkit Online consultation Petitions function of Audit, Scrutiny and Petitions Board	The Council complies with this requirement through its consultation framework which encompasses the Public Services Panel, online consultation facilities and guidance and advice available through the corporate consultation strategy and toolkit. Feedback on online consultations is available through the website, and feedback on the Public Services Panel is undertaken through the website and by sending newsletters to Panel members. The Petitions function of the Audit, Scrutiny and 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.

6.2.5	On an annual basis, publish a performance plan giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period.	'Renfrewshire Council Performs' web pages Council Plan, Community plan, Single Outcome Agreement Service Improvement Plan - Outturn report Performance Indicator Report Annual accounts Satisfaction ratings Inspection / audit results Customer Satisfaction	The Council has reviewed its approach to public performance reporting and implemented an approach based on customer feedback. The reports are more accessible, easier to read, and focused on key indicators which the public most want to know about. A full report will be online as of March 2015 for 2013/14. The Council provides regular updates covering performance in terms of delivering on the Council Plan, and in conjunction with partners, on the Community Plan / Single Outcome Agreement. 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. A report summarising the Council's performance against the Local government benchmarking framework Indicators is also submitted to the Audit, Scrutiny and Petitions Board, and made available on the Council's website. The Council also 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, Scrutiny and Petitions Board as appropriate and by publishing performance information on our website. Services assess satisfaction with the activities that they undertake through regular consultation or service monitoring activities. This is a fundamental activity for all services that have Customer Service Excellence (CSE) status. Independent inspection reports from bodies such as Education Scotland are also published on the Council website. Customer satisfaction is measured annually. Members of the Public Services Panel are asked to report their satisfaction with individual Council services and with the Council overall. The results of these findings are published on the Council website.
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6.2.6	Ensure that the authority as a whole is open and accessible to the community, service users and its staff to ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so	Minutes and agendas available online and at reception points. Publications Scheme Public can attend Board/Council meetings Plans and strategies published on Council website. Freedom of Information requests Consultations Complaints procedure Public performance reporting Local area committees	The Council complies with this requirement by ensuring 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. A leaflet on the public's right of access is available. A range of information, policies, strategies and plans are available on the Council website. The Council also actively participates and responds positively to Freedom of Information requests received. Members of the public and businesses are able to take part in consultations by invitation or voluntarily online. Service users and members of the public can also use our complaints procedure to pass on any complaints, comments or suggestions. The Scottish Public Service Ombudsman has issued new guidance on complaints handling and asked all local authorities to move to a 2 stage complaints process. The process was officially implemented from April 2013. The process makes the complaints process simpler and more accessible for customers, as we have widened the definition of a complaint, and improved logging of complaints. This means that complaints can now be made in person, over the phone, via e-mail or in writing. There has also been a drive towards frontline handling of complaints. The Council has reviewed its approach to public performance reporting and implemented an approach based on customer feedback. The reports are more accessible, easier to read, and focused on key indicators which the public most want to know about. The first stage of this implementation was launched in September 2012 with the annual statutory performance indicator public performance report and a community planning performance report was published in November. All this information has been uploaded onto the Council websites in an accessible format. The Council's scheme of decentralisation which established five local area committees allows members of the public to raise issues at an 'open session' held at each ordinary meeting. All meetings are held in public. Agendas are produced in a preferred format for representatives who have a visual impairment.
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6.3 Making best use of human resources by taking an active and planned approach to meet responsibility to staff			
6.3.1	Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making.	Employee survey Staff suggestion schemes Staff Panel Trade unions e.g. Joint Consultative Board Public Services Improvement Framework	Renfrewshire Council conducts an employee survey on a regular basis to listen to employees and drive improvement across the council. The Service undertook an extensive survey in early 2013 across all services which gave a new opportunity for employees to give their views and suggestions. Detailed analysis of the results has taken place, areas for improvement identified and improvement actions developed. The Council also has a Joint Consultative Board and a Joint Negotiating Committee for Teachers. The Council rolled out the Public Service Improvement Framework (PSIF) across all services, excluding schools, sport services and museum services. PSIF is a self-assessment framework which is based on the key concepts which underpin the European Foundation for Quality Management model, as well as the criteria set by the Investors in People Standard and Customer Service Excellence standard. The framework has helped services identify what is working well and what needs to improve. PSIF is a key vehicle by which to drive employee involvement, particularly in terms of putting forward suggestions for improvements to services. The self-assessment process that underpins PSIF, requires a team of staff from all levels and divisions of a Service to be involved in determining how their service needs to improve. The Council has now rolled out cycle 2, and improvement plans are being actioned.