Renfrewshire Council

To:	**Audit, Risk and Scrutiny Board**
On:	**21 March 2022**

Report by: **Chief Executive**

Heading: **Annual Review of Compliance with the Local Code of Corporate Governance 2021**

1. **Summary**

1.1. Corporate governance is the name given to the system by which Councils direct and control their functions. It is about ensuring that Councils do the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

1.2. This report reviews the Council's Local Code of Corporate Governance and provides evidence of how the Council complies with the code. *Delivering Good Governance in Local Government: Framework,* was refreshed in 2016 by CIPFA in association with Solace, the framework sets the standard for local authority governance in the UK.

1.3. The evidence presented in Appendix 1 reflects the impact that the COVID-19 pandemic has had and will continue to have. The evidence presented demonstrates that strong governance arrangements have remained and are in place within the Council, and the Councillors and Officers are working together to lead and manage the Council in order to provide vital public services.

2. **Recommendations**

2.1 It is recommended that members of the Audit, Risk and Scrutiny Board note:
- the Council's compliance with the Local Code of Corporate Governance which is set out in Appendix 1 of this report.

3. **Background**

3.1 CIPFA published the *Delivering Good Governance in Local Government: Framework* in

2007 to set the standard for local authority governance in the UK. It reviewed and published a revised edition in 2016 to ensure it remained 'fit for purpose'. The new code places greater emphasis on relationships and behaviours between Elected Members and senior management; performance reporting; and Council and service level plans. The Council reviews its Local Code of Corporate Governance annually.

3.2   The Council's Local Code of Corporate Governance covers the seven core principles which bring together the main elements of Council business. These are:

1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.
2. Ensuring openness and comprehensive stakeholder engagement.
3. Defining outcomes in terms of sustainable economic, social, and environmental benefits.
4. Determining the interventions necessary to optimise the achievement of the intended outcomes.
5. Developing the entity's capacity, including the capability of its leadership and the individuals within it.
6. Managing risks and performance through robust internal control and strong public financial management.
7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

3.3   Evidence of how the Council complies with the updated Local Code of Corporate Governance including examples of the systems, processes and documents in place, is detailed under each of the seven core principles in Appendix 1 of this report.

3.4   The framework is reviewed by Internal Audit, who assess the adequacy and effectiveness of the code and the extent to which the Council has complied with it, with findings reported to the Audit, Risk and Scrutiny Board.

Implications of the Report

1.   **Financial -** none.

2.   **HR & Organisational Development –** none.

3.   **Community/Council Planning –** none.

4.   **Legal –** none.

5.   **Property/Assets –** none.

6.   **Information Technology –**

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 and Safety –** none.

9. **Procurement –** none.

10. **Risk -** The Council must comply with CIPFA's Local Code of Corporate Governance.

11. **Privacy Impact –** none.

12. **COSLA Policy Position –** none.

13. **Climate –** none.

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List of Background Papers

None

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Appendix 1

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

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
1.1 Behaving with integrity			
1.1.1	Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation.	Code of conduct for employees and Councillor's Code of Conduct	The 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. All Elected Members, following their election in May 2017, have signed their declaration of acceptance of office whereby they undertook to meet the requirements of the Councillors' code issued under the Ethical Standards in Public Life etc. (Scotland) Act 2000 in the performance of their functions as a Councillor. The Code of Conduct was updated by the Scottish Government in December 2021 and a paper outlining this was approved at Council in December 2021. The Code of Conduct for Employees is available on the intranet and is also issued to new employees when they join Renfrewshire Council.
		Protocol for Relationships between Political Groups, Elected Members and Officers	The Council's elected member and inter-party protocols and protocol for member/ officer relations were reviewed and combined into one composite protocol which was approved by the Finance and Resources Policy Board on 12th November 2014. A revised Code of Conduct was published by the Scottish Government in December 2021 and a paper on this taken to Council the same month. Members are routinely offered refresher briefings

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				on code of conduct issues twice annually. The most recent training session took place in September 2021 and there will be a session included as part of the members' induction process following the May 2022 local government elections. A training session on declarations of interests under the revised Code is to be held on 28 February 2022.
			Code of Corporate Governance	The Council complies with this requirement through the agreement of the Code of Corporate Governance which details the organisation's governance arrangements. This is in line with national guidance and is updated on an annual basis.
			Scheme of delegation	The Council's scheme of delegation ensures that decisions are made at the lowest or most local level consistent with the nature of the issues involved, with the exception of those powers which cannot be delegated or have been reserved to the Council. These functions have been delegated to Boards and committees, the Chief Executive, Directors and Heads of Service and other officers, including through statutory appointments of officers. The Scheme is changed to reflect any restructuring of Council services and transfer of functions between services. An Emergencies Board was established during the first phase of the pandemic (in March 2020) which granted delegated authority to specific council officers in particular circumstances. The normal board cycle resumed in August 2020 and has operated as usual since then.

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1.1.2		Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles)	Code of Conduct	The Council currently complies with the requirement through its Code of Conduct for employees and the Councillors' Code, which sets out a protocol for relations between Councillors and employees which has been issued to all Elected Members. Declarations of interest are recorded in the minutes of meetings. Briefings for members on the Councillors' Code of Conduct are held twice annually, most recently on 22nd September 2021. A paper on changes to the Code of Conduct was presented to Council in December 2021. A training session on declarations of interests under the revised Code is to be held on 28 February 2022.
			Protocol for relationships between Political Groups, Elected Members and Officers	The Council's Elected Member and inter-party protocols and protocol for member/officer relations were combined into one composite protocol which was approved at the Finance and Resources Policy Board on 12th November 2014.
1.1.3		Leading by example and using these standard operating principles or values as a framework for decision making and other actions.	Codes of Conduct	The various codes of conduct determine how officers and members work within partnerships, and the shared values that they will demonstrate.
			Our Values	The Council's new values were launched in 2020. They will be embedded across the organisation through reviewing people policies and with managers to develop role model behaviours and manage staff according to these values. Training on Our Values is available on the council's iLearn platform.
			Council Plan and Local Outcomes Improvement Plan (LOIP)	The Council complies with this requirement through the Council Plan and Local Outcomes Improvement Plan (LOIP) which were approved

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				by Council in September 2017. The plans highlight the key role that the Council has in terms of delivering on the key targets and outcomes that it is committed to progressing with its partners. The Council Plan is due to be refreshed during 2022.

The Council has also developed a 2 year Economic Recovery Plan and a Social Renewal Plan in response to the pandemic. A refreshed Community Plan will also be developed during 2022 |
| 1.1.4 | | Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively. | Register of Interests for Senior Officers | The Council has a register of interests for Senior Officers. Information contained on the register is subject to Freedom of Information legislation. Officers are contacted on an annual basis to update the register.

Information from the register of senior officers' interests was published from 28 October 2016 on the Council's website. Renfrewshire was the first Council in Scotland to publish information on the interests of its senior officers online. |
| | | | Whistle blowing policy | The Council has a whistle blowing policy which is part of the employees' code of conduct. |
| | | | Complaints Handling Procedure | The Council refreshed its complaints handling procedure in April 2019, which continues to follow the two-stage process of the Scottish Public Service Ombudsman (SPSO). The refreshed procedure makes it easier to understand for the customer and staff and was approved by Finance, Resources and Customers Policy Board on 27 March 2019. The SPSO also updated their policy |

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				in 2021 and the Council's policy has been updated to reflect these changes The time taken to respond to complaints is monitored by services and a report is submitted to the Audit, Risk and Scrutiny Board on the Council's annual complaints data.
			Codes of conduct	The various codes of conduct determine how officers and members work within partnerships and the shared values that they will demonstrate.
			Councillors' Register of Interests	In relation to declarations of interest, Elected Members are formally asked to regularly update their register of interests every six months. Members are advised that Minutes should include a brief explanation of the individual nature of the interest and to assist members, the agenda item reminds them to provide such an explanation on every occasion the interest is declared. Declarations of interest are minuted and are available for public view on each member's online profile page on the website.
1.2 Demonstrating strong commitment to ethical values				
1.2.1		Seeking to establish, monitor and maintain the organisation's ethical standards and performance.	Protocol for Relationships between Political Groups, Elected Members and Officers Councillors' Code of Conduct	Any alleged contraventions of the Ethical Standards in Public Life etc (Scotland) Act 2000 would be referred for investigation to the Commissioner for Ethical Standards in Public Life. And thereafter for consideration by the Standards Commission appointed by Scottish Ministers. Where a hearing involving a member of Renfrewshire Council has taken place, the outcome of this is reported to the Council. Since August 2009 all Council and Board agendas

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

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				contacted on an annual basis to update the register. Information from the register of Senior Officers' interests has been published since October 2016 on the Council's website. Renfrewshire was the first Council in Scotland to publish information on the interests of its senior officers online.
1.2.2		Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation.	Provision of ethical awareness training and code of conduct New Council values	A People, Performance and Talent Policy, Guidance and Competency Frameworks for all levels across the Council has replaced the former frameworks of MTIPD and MDP. The competency framework has been designed to align with the Council's values and behaviours. The Council's values will be supported by a training package and review and refreshing of the Council's People Policies. The Council's Code of Conduct for Employees is issued to all employees joining the council and is also available on the intranet. Briefings for Elected Members on their responsibilities under the Code of Conduct for Councillors are held regularly every year, conducted by the Head of Corporate Governance. The most recent session took place on 22nd September 2021. The Scottish Government published an updated Code of Conduct for Elected Members in December 2021 and a paper outlining the changes was taken to Council in the same month.

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				Councillors are advised of and can attend sessions delivered by the Standards Commission on the implementation of the Code of Conduct for Councillor. The most recent session took place in November 2021. Guidance notes issued by the Standards Commission are provided to Councillors, most recently in relation to gifts and hospitality in December 2021. An annual register of training delivered for Councillors is available online. This is updated after the end of each financial year.
			Members Induction and Training and Development Programme	A welcome and induction package of events will be delivered for newly elected and returning Councillors following the local government election in May 2022. Notice of further development events and opportunities is issued to Councillors each month. Focused development weeks for elected members take place in April most years. As 2022 is a local government election year, there will be a focused period of induction following the election. A programme is already in development. The annual record of training provided is available online after the end of each financial year.
1.2.3		Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values.	Appraisal processes take account of values and ethical behaviour	A People, Performance and Talent Policy, Guidance and Competency Frameworks for all levels across the Council has replaced the former frameworks of MTIPD and MDP. The competency

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				framework has been designed to align with the Council's values and behaviours. All new and refreshed People Policies will align with the Council's values and behaviours.
			Staff appointments policy	The Council has robust recruitment procedures in place to ensure the fair selection of candidates. There is an appointment panel for Chief Officer level appointments. The Council's recruitment and selection processes are designed in accordance with best practice principles, legislation and COSLA recruitment and selection guidance. A Recruitment and Selection Policy, guidance and revised training was implemented in 2018.
			Standing Orders relating to contracts	The Council has a statutory obligation to have standing orders in place relating to contracts, the main purpose of which is to provide open and transparent procedures for tenderers; to achieve value for money for the Council; and to provide guidelines for officers. These standing orders are reviewed regularly as a matter of good practice.
1.2.4		Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high ethical standards expected by the organisation.	Procurement Contracts	Organisations bidding for Renfrewshire Council contracts are required to complete a questionnaire response as a self-declaration that they have not breached any of the mandatory and discretionary exclusion grounds set out in the Procurement Regulations. Bidders are also required to complete and submit an Equalities Questionnaire, setting out their Equalities policies and to confirm that they fully comply with their statutory duties under the Equalities Act 2010. To help support small businesses, bidders must also

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				sign an undertaking to pay their sub-contractors within 30 days of receipt of a valid invoice To protect the workforce, bidders are required to respond to a number of scored and evaluated questions which assess the organisations approach to Fair Work practices with consideration given to the Fair Work First criteria. Construction Contracts include a statement in relation to the procurement of construction contracts which links directly to the Council's Construction Charter. All of these measures seek to ensure that the appointed contractor is a fit and proper organisation, that their workforce is protected and that the use of exploitative labour is forbidden.
			Data processing agreement	The Council has a written agreement with any data processor that they will keep personal data secure and the data processor agreement specifies security requirements as data processors.
1.3 Respecting the rule of law				
1.3.1		Ensuring members and staff demonstrate a strong commitment to rule of the law as well as adhering to relevant laws and regulations.	Scheme of Delegation Standing Orders Procedural Standing Orders Financial Regulations Policy Board Reports Statutory Officers Role	The Council complies with this requirement in terms of its scheme of delegated functions, standing orders relating to contracts, financial regulations and procedural standing orders which are kept under review and updated as appropriate. In addition, each of the Council Boards has a dedicated solicitor who reviews reports in order that the vires of proposed actions can be

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				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. The Council has nominated officers fulfilling statutory roles including a Data Protection Officer, Chief Social Work Officer and Senior Information Risk Officer.
	1.3.2	Creating the conditions to ensure that the statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements.	Scheme of Deelegation Standing Orders Procedural Standing Orders Financial Regulations Board Reports Staff Training	The Council complies with this requirement in terms of its scheme of delegated functions, standing orders relating to contracts, financial regulations and procedural standing orders which are kept under review and updated as appropriate. In addition, each of the Council's Boards has a dedicated solicitor who reviews reports in order that the vires of proposed actions can be checked. Each report has a section on legal implications. In addition, the Council has a programme of development for Elected Members in place. Members who sit on the Licensing Board must undertake and pass a mandatory training course. The members' development programme provides members with briefings as soon as practicable when new legislation is introduced, e.g. the General Data Protection Regulation.

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				Members who are involved in taking quasi-judicial decisions, e.g. planning, licensing, are briefed regularly on their responsibilities. Staff are able to access professional training courses if required to enable them to carry out specific roles.
1.3.3		Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders.	Record of legal advice provided by officers/ Community Empowerment Act Council Approval.	The Council has approved reports on its arrangements for dealing with community empowerment as the various parts of the Community Empowerment (Scotland) 2015 Act have been enacted. The Council published details of the legal and procedural framework in relation to Community Asset Transfer in February 2017. The Council has promoted awareness of the powers and potential use of the Community Empowerment Act through engagement with statutory and non-statutory community organisations and with third sector partners. A Community Empowerment Fund was established in 2018 to support groups and organisations with the community asset transfer process. Following on from extensive consultation in 2018, the previous Local Area Committees (LACs) have been replaced by Local Partnerships. These partnerships adopt a more informal and inclusive approach as part of a drive to ensure community voices are heard on local issues. Community Representatives now sit alongside

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				Elected Members and Community Councils for the seven Local Partnerships.
			Right for Renfrewshire – Developing Communities	One of the service redesigns of the Right for Renfrewshire transformation programme is the Developing Communities workstream. This workstream seeks to strengthen the relationship between the Council and communities, with a focus on locality working and the provision of integrated advice and support.
1.3.4		Dealing with breaches of legal and regulatory provisions effectively.	Monitoring Officer	The Head of Corporate Governance acts as Monitoring Officer in terms of the Local Government and Housing Act 1989 and as detailed in the job description, is responsible for advising the Council on the legality of its decisions and providing guidance to Councillors and officers on the Council's powers.
			Scheme of Delegation Standing Orders Procedural standing orders Financial regulations Board reports	The Council complies with this requirement in terms of its scheme of delegated functions, standing orders relating to contracts, financial regulations and procedural standing orders which are kept under review and updated as appropriate. In addition, each of the Council Boards has a dedicated solicitor who reviews reports in order that the vires of proposed actions can be checked, with each report having a section on legal implications.
			Internal Audit Charter	The Council's Internal Audit Charter sets out the authority, responsibility independence and reporting lines for internal audit activities.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
1.3.5	Ensuring corruption and misuse of power are dealt with effectively.	Strategy for the prevention and detection of fraud and corruption - Corporate counter fraud arrangements Integrity Group Anti -Money Laundering Policy Internal Audit arrangements	A strategy for the prevention and detection of fraud and corruption and whistleblowing policy are in place. An Anti-Money Laundering Policy has also been introduced. These matters are dealt with through Community Protection structures. Any matters coming to light would be investigated by Internal Audit or Counter Fraud.

PRINCIPLE 2: Ensuring openness and comprehensive stakeholder engagement

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
2.1 Openness				
2.1.1		Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness.	Council Plan and Local Outcomes Improvement Plan (LOIP)	The Council Plan and LOIP confirm to employees and to local communities, what the Council is aiming to achieve with its partners for Renfrewshire. Progress on delivering on the priorities in the Council Plan is reported to the Leadership Board on a six-monthly basis. The Plan was approved in September 2017 and highlights the key priorities, targets and success measures that the Council committed to deliver on. The plan will be refreshed during 2022. An annual report on the Community Plan/Local Outcomes Improvement Plan is published each year.
			Council values	The Council undertook work in 2019 with employees and the community to establish a set of values for the Council. The values were launched in June 2020 and work is underway to embed these values in everything we do, including working with HR & OD to weave these into the full employee lifecycle/journey. Initial training on this is included on the council's iLearn platform.
			Minutes and agendas available online	The Council ensures the minutes and agendas of all Board and Council meetings are available to the public, and by ensuring that key documents are also available through its publication scheme. Board and Council meetings are open to the

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				public and meetings of the Council are webcast live and are also able to be viewed in archive. Depending on the level of public health restrictions in place at any given time, Board meetings have either been conducted fully online via Microsoft Teams or have operated a hybrid model, with some elected members attending in person and others attending virtually via Teams. Recordings of board meetings are available on the Council's website.
			Public Performance Reporting	Public performance reporting is undertaken to ensure local citizens, businesses and partner organisations can track Council performance over time. The performance section on the Council's website provides a number of sources to assess how the Council is performing. It provides information – a mix of data and case studies – on how well we are performing against a range of measures included in the Council Plan and Best Value action plan. Through our participation in the Local Government Benchmarking Framework, it can also offer comparisons to other councils. An annual PPR report, "It's All About You" is presented in a storymap format on the council's website.
2.1.2		Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping	Minutes and agendas	Meetings of the Council and its Boards are open to members of the public and they are entitled to a copy of the agenda and reports prepared by officers which deal with items on the agenda unless items are to be discussed which contain exempt or confidential information.

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		a decision confidential should be provided.		Decisions taken during meetings are recorded in the minutes. The agenda, minutes and board papers are published online for ease of access. Depending on the level of public health restrictions in place at any given time, Board meetings have either been conducted fully online via Microsoft Teams or have operated a hybrid model, with some elected members attending in person and others attending virtually via Teams. Recordings of board meetings are available on the Council's website.
			Meetings held in public	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 by held in private, the reason for this is identified on the agenda for the meeting and in the minutes. Depending on the level of public health restrictions in place at any given time, Board meetings have either been conducted fully online via Microsoft Teams or have operated a hybrid model, with some elected members attending in person and others attending virtually via Teams. Recordings of board meetings are available on the Council's website.
			Scheme of Delegation	The Council's Scheme of Delegation ensures that decisions are made at the lowest or most local level consistent with the nature of the issues involved. The Scheme of Delegation allows for

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				powers to be delegated either to relevant Boards or to relevant senior officers.
			Elected Members' information bulletin	To reduce the reporting of routine operational matters to policy boards and to allow Boards to focus on policy issues, a range of matters including the exercise of delegated authority by officers are reported to members by means of a regular bulletin rather than a formal report to a Policy Board. Members have also been provided with briefings specifically focused on the Council's response to the pandemic as required.
			Recording of Council meetings and Boards	Depending on the level of public health restrictions in place at any given time, Board meetings have either been conducted fully online via Microsoft Teams or have operated a hybrid model, with some elected members attending in person and others attending virtually via Teams. Recordings of board meetings are available on the Council's website.
2.1.3		Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear.	Board reports Minutes and agendas	Reports to the Council and all Board meetings provide members with sufficient information on which they are able to take reasoned decisions and provide clear recommendations. Decisions made during meetings are recorded in the minutes. Report templates are reviewed regularly, most recently in 2019, and are aligned to community planning themes and also have required sections on where privacy, climate and human rights and equality impact implications are noted.

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2.1.4		Using formal and informal consultation and engagement to determine the most appropriate and effective interventions / courses of action.	Consultation and engagement mechanisms	Council services engage and consult with communities in a number of ways including: Public Services Panel, Focus Groups, Tenants and Residents Forums, service user groups, Community Planning process, Local Partnerships, Complaints procedure and Community Councils. Members of the public are also able to contact the Council through the website and are able to take part in consultations or complete complaints forms.
			Community Planning structure – Renfrewshire Forum for Empowering Communities Review of Community Planning Partners was approved by full Council in December 2016	The Renfrewshire Forum for Empowering Communities is taking a lead role in giving local communities a voice in Renfrewshire. It provides meaningful, sustained and effective engagement with communities and citizens. It values the knowledge, skills, capacity and potential that 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, the Third Sector Interface organisation. The forum acts as a sounding board of the Community Planning Partnership in the development of community capacity building, consultation and communication. Following on from this extensive consultation in 2018, the previous Local Area Committees (LACs) have been replaced by Local Partnerships. These partnerships adopt a more informal and inclusive approach as part of a drive

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				to ensure community voices are heard on local issues. Community Representatives now sit alongside Elected Members and Community Councils for the seven Local Partnerships.
			Public Services Panel	The Public Services Panel (PSP) is used as a mechanism for gaining the views of Renfrewshire residents on a number of issues / topics. The PSP was refreshed in 2020 and recent surveys have been focused on the impact of the pandemic on communities. The latest survey was issued in March 2022.
			Social Renewal Plan Community Impact Assessment	As part of the development of the Social Renewal Plan for Renfrewshire, an initial community impact assessment was carried out to develop a deeper understanding of the impact of COVID-19 on Renfrewshire's people and communities. This will be refreshed in 2022 with key elements of the Public Service panel, first undertaken in late 2020, being repeated with additional questioning about financial insecurity. In addition, a specific programme of work will be undertaken through the 'Get Heard' initiative, engaging with a wide range of voices and experiences of poverty to inform our policies and plans. By holding discussions with people affected by poverty, we will find out what is working and not working in their communities and what needs to change to ensure support is available.
2.2 Engaging comprehensively with institutional stakeholders				
2.2.1		Effectively engaging with institutional stakeholders to ensure that the purpose,	Internal Communications and Engagement Strategy	An internal communications and engagement strategy was developed and approved by the

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		objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably.		Corporate Management Team in June 2020. The strategy outlines a number of methods to improve internal communications across the Council. Communication is *everyone's* responsibility and a fundamental aspect of this is empowering leaders and managers to communicate well. Effective communications help to make the vision and values a reality by supporting Council services, encouraging cultural and behavioural change and enabling new levels of engagement. Our Values were launched in June 2020 and work is underway to embed these values in everything we do including working with HR & OD to weave these into the full employee lifecycle/journey. Initial training on this is already available on the council's iLearn platform.
			Communications channels	The Council communicates with members of the community and its stakeholders (and vice versa) through several mechanisms including: • Tenant Forums • Community Planning Groups • Community Councils • Local Partnerships • Council Website • Complaints procedure • Public Performance reports • Customer Service Channels

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2.2.2		Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively.	Community Plan & Local Outcome Improvement Plan	While the Council has not developed a set of agreed values with its partners, it has agreed to work with other organisations in the spirit of partnership to achieve a number of outcomes in Renfrewshire. The new Community Plan was agreed in September 2017.
2.2.3		Ensuring that partnerships are based on: – trust – a shared commitment to change – a culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit.	Strategic Partnership Agreements	Renfrewshire Council has a Strategic Partnership Agreements with Active Communities. Clear, shared terms of reference are in place for other partnership arrangements such as those in public protection.
2.3 Engaging stakeholders effectively, including individual citizens and service users.				
2.3.1		Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievements of intended outcomes.	Consultation methods	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.
			Petitions Board	The Petitions Board provides an opportunity for individual members of the public to raise issues of concern with the Council, either as individuals or on behalf of an organisation.
			Social Renewal Plan Community Impact Assessment	As part of the development of the Social Renewal Plan for Renfrewshire, an initial community impact assessment was carried out to develop a deeper understanding of the impact of COVID-19 on Renfrewshire's people and communities. This will be refreshed in 2022 with key elements of the

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				Public Service panel, first undertaken in late 2020, being repeated with additional questioning about financial insecurity. In addition, a specific programme of work will be undertaken through the 'Get Heard' initiative, engaging with a wide range of voices and experiences of poverty to inform our policies and plans. By holding discussions with people affected by poverty, we will find out what is working and not working in their communities and what needs to change to ensure support is available.
2.3.2		Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement.	Internal Communications and Engagement Strategy	An internal communications and engagement strategy was developed and approved by the Corporate Management Team in June 2020. The strategy outlines a number of methods to improve internal communications across the Council. Communication is *everyone's* responsibility and a fundamental aspect of this is empowering leaders and managers to communicate well. Effective communications help to make the vision and values a reality by supporting Council services, encouraging cultural and behavioural change and enabling new levels of engagement. Our Values were launched in June 2020 and work is underway to embed these values in everything we do including working with HR & OD to weave these into the full employee lifecycle/journey. Initial training on Our Values is available for staff on the council's iLearn platform. Service specific strategies and plans have also been developed and informed through the Community Planning process and through wider

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				consultation mechanisms such as the Public Services Panel, community planning conferences and online consultation.
			Communications Channels	The Council communicates with members of the community and its stakeholders (and vice versa) through several mechanisms including: • Tenant Forums • Community Planning Groups • Community Councils • New Local Partnerships • Council Website • Complaints procedure • Public Performance report • Customer Service Centre Channels
2.3.3		Encouraging, collecting and evaluating the views and experience of communities, citizens, service users and organisations of different backgrounds including reference to future needs.	Consultation and engagement mechanisms	Council services engage and consult with communities in a number of ways including: Public Services Panel, Focus Groups, Tenants and Residents Forums, Public meetings on specific issues, service user groups, Community Planning process, Complaints Procedure, Community Councils and the new local partnerships. Members of the public are also able to contact the Council through the website and can take part in consultations or complete complaints forms.

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			Community planning structure – Renfrewshire Forum for Empowering Communities Review of Community Planning Partners was approved by full Council in December 2016	The Renfrewshire Forum for Empowering Communities is taking a lead role in giving local communities a voice in Renfrewshire. It provides meaningful, sustained and effective engagement with communities and citizens. It values the knowledge, skills, capacity and potential that Renfrewshire 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, the Third 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.
			Local Partnerships Participatory budgeting programme – Celebrating Renfrewshire	Following on from extensive consultation in 2018, the previous Local Area Committees (LACs) have been replaced by Local Partnerships. These partnerships adopt a more informal and inclusive approach as part of a drive to ensure community voices are heard on local issues. Community Representatives now sit alongside Elected Members and Community Councils for the seven Local Partnerships. During 2019 local Partnerships discussed and agreed initial Local Priorities. These Local Priorities have informed the work plan for the

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			Partnerships and support Partnerships to make decisions about the award of grants. Renfrewshire's participatory budgeting programme 'Celebrating Renfrewshire' was launched in 2019, when local young people made decisions about the local projects and groups that should receive funds to deliver their ideas. Celebrating Renfrewshire programmes were also carried out in 2020 and 2021. The 2020 programme had 5,163 votes cast and awarded £121,587. The 2021 programme had 2,160 votes cast and to date has awarded £96,523 with further awards still to be made. Both these PB programmes were carried out against the backdrop of Covid when most PB programmes across Scotland were paused.
		Social Renewal Plan - Community Impact Assessment	As part of the development of the Social Renewal Plan for Renfrewshire, an initial community impact assessment was carried out to develop a deeper understanding of the impact of COVID-19 on Renfrewshire's people and communities. This will be refreshed in 2022 with key elements of the Public Service panel, first undertaken in late 2020, being repeated with additional questioning about financial insecurity. In addition, a specific programme of work will be undertaken through the 'Get Heard' initiative, engaging with a wide range of voices and experiences of poverty to inform our policies and plans. By holding discussions with people affected by poverty, we will find out what is working and not working in their communities and what needs to change to ensure support is available.

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
2.3.4		Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account.	Results from consultations published	The Council publishes consultations on the Have Your Say section of the website. A Public Services Panel and a Climate Panel have also been recruited and are surveyed as required. Feedback is incorporated into reports to boards and other relevant documents.
2.3.5		Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity.	Processes for dealing with competing demands within the community/CPP process	The Renfrewshire Community Plan sets out challenging but achievable performance measures across the community planning themes of Thriving, Well, Safe and Fair. The Renfrewshire Community Planning Partnership Executive Group considers each year an Annual Report setting out performance against these indicators, providing an opportunity for the Executive Group to assess success in meeting priorities and any further need for mitigation and prioritisation.

The 2021 Annual Report in particular considered how competing demands of responding to Covid and the challenges of community renewal following Covid has impacted on ability to deliver on previous performance targets. Renfrewshire CPP intends to develop during 2022 a new Community Plan which will set out fresh performance targets in the context of competing demands.

Through the seven Local Partnerships, including the Celebrating Renfrewshire process, competing demands of community groups for grant funding are dealt. This ensures that the priorities of local communities influence the distribution of grant |

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				funding. Funding continued to be allocated to community groups through Local Partnerships and the Celebrating Renfrewshire Fund during 2021, despite the impact of Covid. Diversity Equality Alliance Renfrewshire (DEAR Group) reports to the Forum for Empowering Communities within the community planning structure. The DEAR Group ensures that equality-focused organisations have ownership of activity to have a greater voice in shaping public services in Renfrewshire so that competing demands for service can be integrated into provision. Amongst other work during 2021, the DEAR Group provided valuable input on the differing impact of Covid on equalities groups, for inclusion in the development of the Community Renewal Strategy and Action Plan.
2.3.6		Taking account of the interests of future generations of tax payers and service users.	Strategic Needs Assessment	As part of the development of the Local Outcomes Improvement Plan and Council Plan, a strategic needs assessment was carried out between January and March 2017 with Renfrewshire communities. A regular 'deep dive' of the relevance of the information is supported as part of the planning and development of services.
			Social Renewal Plan – Community Impact Assessment	As part of the development of the Social Renewal Plan for Renfrewshire, an initial community impact assessment was carried out to develop a deeper understanding of the impact of COVID-19 on Renfrewshire's people and communities. This will be refreshed in 2022 with key elements of the Public Service panel, first undertaken in late 2020, being repeated with additional questioning

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			about financial insecurity. In addition, a specific programme of work will be undertaken through the 'Get Heard' initiative, engaging with a wide range of voices and experiences of poverty to inform our policies and plans. By holding discussions with people affected by poverty, we will find out what is working and not working in their communities and what needs to change to ensure support is available.

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

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
3.1 Defining outcomes			
3.1.1.	Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions.	Council Plan	The current Council Plan for 2017-2021 was approved in September 2017 and sets out the overarching strategic vision and objectives of the Council. The Plan set out five strategic outcomes on how we planned to invest in a better future for all of Renfrewshire and create a better Council and with customers and partners to deliver that future. The implementation of the Plan is driven and managed throughout the organisation through Service plans and operational plans. The plan will be refreshed during 2022.
		Service Planning Guidance / Service Delivery plans	For 2021/22, the council moved away from three-year Service Improvement Plans and instead produced one-year Service Delivery Plans which were focused on the recovery priorities of each service and of the Council. In 2022/23, services will return to producing three year Service

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				Improvement Plans. These produced to a standard template and set out how each service will deliver their elements of the council's Covid-19 recovery, how they will contribute to the achievement of Council Plan outcomes, and what aspects of performance will be monitored.
			Social Renewal / Economic Recovery Plan	The Council, in partnership with other Renfrewshire organisations, has developed two plans which set out the recovery from the COVID-19 pandemic: Social Renewal Plan and the Economic Recovery Plan.

The Economic Recovery Plan, which was approved by Council in December 2020, sets out the priority actions for the Renfrewshire economy over the next two years.

The Social Renewal Plan was approved by Council in March 2021 and sets out how the Council will work with partners to improve wellbeing and tackle inequality across Renfrewshire, with a number of specific priorities identified. This live document is reviewed and refreshed as the pandemic progresses, for example in autumn 2021 a programme of work was agreed to support communities around financial insecurity due to specific challenges anticipated during the winter. Work will be undertaken in 2022 to gain updated understanding of pandemic impacts on citizens and the plan updated accordingly. |
| 3.1.2 | | Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be | Council Plan | The Council Plan was approved by Council on 28 September 2017 and sets out the overarching strategic vision and objectives of the Council. |

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	immediately or over the course of a year or longer.		The accompanying performance framework, which sets out a six-monthly monitoring process was approved by Leadership Board in December 2017. A new Council Plan will be developed following the local government elections in May 2022.
		Community Plan and Local Outcomes Improvement Plan (LOIP)	The Community Plan (LOIP) was agreed by Council on 28 September 2017. A strategic needs assessment and extensive community consultation was undertaken to identify priorities and challenges.
		Service Delivery Planning guidance / Service Delivery Plans	For 2021/22, the council moved away from three-year Service Improvement Plans and instead produced one-year Service Delivery Plans which were focused on the recovery priorities of each service and of the Council. In 2022/23, services will return to producing three year Service Improvement Plans. These produced to a standard template and set out how each service will deliver their elements of the council's Covid-19 recovery, how they will contribute to the achievement of Council Plan outcomes, and what aspects of performance will be monitored
		Social Renewal Plan / Economic Recovery Plan	The Council, in partnership with other Renfrewshire organisations, has developed two plans which set out the recovery from the COVID-19 pandemic: Social Renewal Plan and the Economic Recovery Plan. The Economic Recovery Plan, which was approved by Council in December 2020, sets out the priority actions for the Renfrewshire economy over the next two years.

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				The Social Renewal Plan was approved by Council in March 2021 and sets out how the Council will work with partners to improve wellbeing and tackle inequality across Renfrewshire, with a number of specific priorities identified. This live document is reviewed and refreshed as the pandemic progresses, for example in autumn 2021 a programme of work was agreed to support communities around financial insecurity due to specific challenges anticipated during the winter. Work will be undertaken in 2022 to gain updated understanding of pandemic impacts on citizens and the plan updated accordingly.
3.1.3		Delivering defined outcomes on a sustainable basis within the resources that will be available.	Council Plan Monitoring Report	Reports on the performance of the Council Plan actions and performance indicators are submitted to the Leadership Board on a 6 monthly-basis.
			Service Improvement Plan Mid Year Updates and Outturns	Progress against the outcomes, actions and performance measures in Service Improvement Plans is reported twice yearly to elected members.
3.1.4		Identifying and managing risks to the achievement of outcomes.	"Risk Matters" – the Council's Risk Management Policy and Strategy	The Council has a well-established risk management strategy which is subject to routine monitoring and review. Risk Matters is formally reviewed by the Audit, Risk and Scrutiny Board at periodic intervals of not more than 2 years and annually (interim review) by the Corporate Risk Management Group (CRMG) to ensure it reflects the rapidly changing environment in local government. The Council maintains, monitors and reviews its corporate and strategic risk register and service

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				risk management plans in accordance with Risk Matters. Services also include a section on risks in their Service Delivery Plans.
3.1.5		Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available.	Service Improvement Plans	For 2021/22, the council moved away from three-year Service Improvement Plans and instead produced one-year Service Delivery Plans which were focused on the recovery priorities of each service and of the Council. In 2022/23, services will return to producing three year Service Improvement Plans. These produced to a standard template and set out how each service will deliver their elements of the council's Covid-19 recovery, how they will contribute to the achievement of Council Plan outcomes, and what aspects of performance will be monitored
			Social Renewal Plan / Economic Recovery Plan	The Council, in partnership with other Renfrewshire organisations, has developed two plans which sets out the recovery from the COVID-19 pandemic: Social Renewal Plan and the Economic Recovery Plan. The Economic Recovery Plan, which was approved by Council in December 2020, sets out the priority actions for the Renfrewshire economy over the next two years. The Social Renewal Plan was approved by Council in March 2021 and sets out how the Council will work with partners to improve wellbeing and tackle inequality across Renfrewshire, with a number of specific priorities identified. This live document is reviewed and refreshed as the pandemic progresses, for example in autumn 2021 a programme of work

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				was agreed to support communities around financial insecurity due to specific challenges anticipated during the winter. Work will be undertaken in 2022 to gain updated understanding of pandemic impacts on citizens and the plan updated accordingly.
3.2 Sustainable economic, social and environmental benefits				
3.2.1		Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision.	Capital Programme Capital Investment Strategy	The Council capital spending plans are policy led and therefore reflect the main strategic intent of the Council and comply with the Prudential Framework for Capital Investment. Full Council approves the three-year rolling programme as part of setting the annual revenue and capital budget process each year. Updates on the progress of the investment strategy are reported on a routine basis to each individual Policy Board.
3.2.2		Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints.	Reports to Council / boards	Reports to Council and all Board meetings provide members with sufficient information on which they are able to take decisions, including personnel, legal, risk, financial and other implications relating to the key Council Plan / Community Plan themes, and provide recommendations. Pre-agenda meetings are held with Convenors and Depute Convenors where any issues can be addressed prior to the finalised agenda being issued.

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
3.2.3		Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs.	Minutes and Agendas	Minutes of board meetings record the decisions which have been taken by Elected Members. Report templates are reviewed regularly, most recently in 2019, and aligned to community planning themes and also have required sections on where equality, human rights and privacy impact implications are noted. Agenda, minutes and papers are published on the Council's website for ease of access. Depending on the level of public health restrictions in place at any given time, Board meetings have either been conducted fully online via Microsoft Teams or have operated a hybrid model, with some elected members attending in person and others attending virtually via Teams. Recordings of board meetings are available on the council's website.
			Consultation and engagement mechanisms	Council services engage and consult with communities in a number of ways including: Public Services Panel, Focus Groups, Tenants and Residents Forums, Service User Groups, Community Planning process, Complaints Handling Procedure, Local Partnerships and Community Councils. Members of the public are also able to contact the Council through the website and are able to take part in consultations or complete a complaints/comments form.
3.2.4		Ensuring fair access to services.	Protocols ensure fair access and statutory guidance is followed	Members of the public can access services via a number of methods for example, online through the MyAccount online customer portal, telephone the Customer Service Unit, and email via the Council website.

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

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
4.1 Determining interventions				
4.1.1		Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided.	Reports to Council / Boards	Reports to the Council and all Board meetings provide members with sufficient information on which they are able to take decisions, including personnel, legal, risk, financial and other implications relating to the key Council Plan / Community Plan themes, and provide recommendations. 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. Pre-agenda meetings are held with Convenors and Depute Convenors at which any issues can be addressed prior to the finalised agenda being issued.
			Annual timetable of board meetings	A timetable covering the various board cycles is approved by the Council and is updated on the Council website. Dates of pre-agenda meetings are provided to relevant officers and members. The most recent timetable has been approved until March 2022. Further dates will be agreed with the new council administration after the local government elections in May 2022.

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				A spreadsheet is issued quarterly to services advising of last lodging dates for reports.
4.1.2		Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts.	Public Consultation	The Council has a track record of engaging with services on new developments or wide scale changes to services such as the public consultation on City Deal. In addition, the Community Planning events used the place model and Public Services Panel capture opinions of citizens on what matters to them most in terms of Council priorities or service provision. In 2021 the Council established a Climate Panel to provide feedback specifically on climate issues.
			Local Partnerships	Following on from extensive consultation in 2018, the previous Local Area Committees (LACs) have been replaced by Local Partnerships. These partnerships adopt a more informal and inclusive approach as part of a drive to ensure community voices are heard on local issues. Community Representatives now sit alongside Elected Members and Community Councils for the seven Local Partnerships.

Since June 2019, Local Partnerships have been able to award grants to local groups, with community representatives having an active part in decision making. Local Partnership grants were awarded in September 2020, taking account of changes in community groups' plans following Covid-19 for 2020/21. Further awards were made by Local Partnerships for 2021/22 in May/June 2021. |

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			Petitions function	The Council introduced a public petitions procedure in 2007 which strengthens the connection between the Council and the community to raise issues of concern in relation to services provided by the Council or other bodies such as the police and health board, recognising that the Council has limited influence over other bodies. Details of petitions received and their outcomes are included in the annual report to the Board and on the Council's website. Petitions previously were considered by the Audit, Scrutiny and Petitions Board but as of June 2017, a separate Petitions Board has been established to consider petitions only.
4.2 Planning interventions				
4.2.1		Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets.	Annual timetable of board meetings	A timetable covering the various board cycles is approved by the Council and is published online. Dates of pre-agenda meetings are provided to relevant officers and members. The Council has approved its timetable of meetings until March 2022. Further dates will be set once the new administration is formed following the local government elections in May 2022. A spreadsheet is issued quarterly to services advising of the last lodging dates for reports.
			Service Improvement Plans/	For 2021/22, the council moved away from three-year Service Improvement Plans and instead produced one-year Service Delivery Plans which were focused on the recovery priorities of each service and of the Council. In 2022/23, services will return to producing three year Service Improvement Plans. These produced to a

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				standard template and set out how each service will deliver their elements of the council's Covid-19 recovery, how they will contribute to the achievement of Council Plan outcomes, and what aspects of performance will be monitored
4.2.2		Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered.	Communications channels	The Council communicates with members of the community and its stakeholders (and vice versa) through a number of mechanisms including: • Tenant Forums • Community Planning Groups • Community Councils • Local Partnerships • Council Website • Complaints procedure • Public Performance reports • Customer Service Centre Channels
			Internal Communications and Engagement Strategy	An internal communications and engagement strategy was developed on the approach the Council will use to engage with staff. Various internal communication channels are used, this includes: • 'Staff News - Take 5' - weekly staff update; • staff monthly newsletter; • fortnightly - Chief Executive's Blog; • regular Team Briefs for managers to inform and update staff on key issues; • use of text messaging and posters to reach frontline workers; • new 'Staff information' section on website including staff news and a dedicated 'Staff advice on Coronavirus' with latest Government advice, coronavirus absence

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				protocols, working safely during coronavirus guides and staff wellbeing guides; • use of Microsoft Yammer for news and staff updates; • Pulse survey on internal comms during the pandemic; and • a working from home survey to gain understanding of staff viewpoints and supports required.
			Community Planning structure – Renfrewshire Forum for Empowering Communities	Renfrewshire Forum for Empowering Communities is taking a lead role in giving local communities a voice in Renfrewshire. It provides meaningful, sustained and effective engagement with communities and citizens. It values the knowledge, skills, capacity and potential that Renfrewshire 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.
			Local Partnerships	Following on from extensive consultation in 2018, the previous Local Area Committees (LACs) have been replaced by Local Partnerships. These partnerships adopt a more informal and inclusive approach as part of a drive to ensure community voices are heard on local issues. Community Representatives now sit alongside Elected Members and Community Councils for the seven Local Partnerships.

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			Social Renewal Plan – community impact assessment	As part of the development of the Social Renewal Plan for Renfrewshire, an initial community impact assessment was carried out to develop a deeper understanding of the impact of COVID-19 on Renfrewshire's people and communities. This will be refreshed in 2022 with key elements of the Public Service panel, first undertaken in late 2020, being repeated with additional questioning about financial insecurity. In addition, a specific programme of work will also be undertaken through the 'Get Heard' initiative, engaging with a wide range of voices and experiences of poverty to inform our policies and plans. By holding discussions with people affected by poverty, we will find out what is working and not working in their communities and what needs to change to ensure support is available.
4.2.3		Considering and monitoring risks facing each partner when working collaboratively including shared risks.	Minutes of Agreement	Minutes of Agreement set out the rights, duties, powers, liabilities and obligations of parties to the Agreement e.g. the Council and partner organisations. Appointments of members to outside bodies are not taken up until the Director of Finance and Resources confirms that the organisation has appropriate insurance policies in place.
4.2.4		Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances.	Council Plan Refresh	The five-year Council Plan was approved in September 2017. The plan is flexible to accommodate the ever changing political, legal and economic climate of local government. There is an accompanying performance framework which sits alongside the Council Plan and sets out the six-monthly monitoring cycle. A new Council Plan is being developed in 2022.

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			Social Renewal Plan / Economic Recovery Plan	The Council, in partnership with other Renfrewshire organisations, has developed two plans which set out the recovery from the COVID-19 pandemic: Social Renewal Plan and the Economic Recovery Plan. The Economic Recovery Plan, which was approved by Council in December 2020, sets out the priority actions for the Renfrewshire economy over the next two years. The Social Renewal Plan was approved by Council in March 2021 and sets out how the Council will work with partners to improve wellbeing and tackle inequality across Renfrewshire, with a number of specific priorities identified. This live document is reviewed and refreshed as the pandemic progresses, for example in autumn 2021 a programme of work was agreed to support communities around financial insecurity due to specific challenges anticipated during the winter. Work will be undertaken in 2022 to gain updated understanding of pandemic impacts on citizens and the plan updated accordingly.
4.2.5		Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured.	Council Plan Performance Framework - Service Improvement Plans and key performance indicators	For 2021/22, the council moved away from three-year Service Improvement Plans and instead produced one-year Service Delivery Plans which were focused on the recovery priorities of each service and of the Council. In 2022/23, services will return to producing three year Service Improvement Plans. These produced to a standard template and set out how each service will deliver their elements of the council's Covid-

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				19 recovery, how they will contribute to the achievement of Council Plan outcomes, and what aspects of performance will be monitored Information including commentary on performance is collected and analysed using the Pentana performance management system. A 6-month update on the progress of the Council Plan is provided to the Leadership Board.
			CMT Performance Scorecard Quarterly monitoring	The monitoring of these indicators by CMT was temporarily halted during the pandemic but indicators continued to be monitored by the relevant services and reported to elected members through the service delivery plan process. A refreshed CMT Performance Scorecard will be developed alongside the new Council Plan in early 2022.
4.2.6		Ensuring capacity exists to generate the information required to review service quality regularly.	Performance Framework - for SIPs; CMT Quarterly Scorecard; and Annual Complaints Report	The Council has a comprehensive performance scrutiny framework in place. This covers: (i) Spring –review progress of Service Plan implementation and report the new Service Improvement Plan to Board. (ii) Autumn – report to Board the mid-year point progress of the Service Improvement Plan to allow Elected Members to scrutinise performance against targets and due dates. In addition, there are internal meetings with the Chief Executive and the Corporate Management Team to monitor and scrutinise performance at Council and service level.

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				(iii) Regular - operational performance reports and progress for certain service areas during the year, such as Customer & Business Services Performance Report to Finance, Resources and Customer Services Policy Board. (iv) Annually - a report on Complaints performance is also taken to Audit, Risk and Scrutiny Board. A new CMT Performance Scorecard will be developed alongside the new Council Plan and this will be monitored on a quarterly basis.
			Benchmarking performance reviewed each year by Audit, Risk and Scrutiny Board	The Council's performance in terms of Local Government Benchmarking Framework indicators is reported to and reviewed by the Audit, Risk and Scrutiny Board each year. This includes information on service levels, service costs and customer satisfaction.

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
4.2.7		Preparing budgets in accordance with organisational objectives, strategies and the medium-term financial plan.	Annual financial statements, annual accounts and annual audit review Budget guidance and protocols Medium-term financial planning	The Council complies with this requirement through the publication of its Annual Accounts, through the regular submission of budget reports to Policy Boards, the submission of the annual audit review and other audit reports to the Council and/or Audit, Risk and Scrutiny Board as appropriate and by publishing performance information on the Council's website. The Council's financial outlook for the medium term is presented to Leadership Board each year. The report sets out the current financial position and the significant financial challenges to be faced in the forthcoming years, together with likely indications of grant and spending levels. Overall, the Council's medium-term financial position takes into consideration all known influencing factors.
4.2.8		Informing medium and long-term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy.	Budget guidance and protocols Medium-term financial plans Capital Strategy and Plan COVID Financial Recovery Reports	The Council's financial outlook for the medium term is presented to Council each year. The report sets out the current financial position and the significant financial challenges to be faced in the forthcoming years, together with likely indications of grant and spending levels. Overall, the Council's medium-term financial position takes into consideration all known influencing factors.
4.3 Optimising achievement of intended outcomes				
4.3.1		Ensuring the medium-term financial strategy integrates and balances service priorities, affordability and other resource constraints.	Financial outlook	The Council's financial outlook for the medium term is presented each year. The report sets out the current financial position and the significant financial challenges to be faced in the

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				forthcoming years, together with likely indications of grant and spending levels. Overall, the Council's medium-term financial position takes into consideration all known influencing factors.
4.3.2		Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term.	Budgeting guidance and protocols	Financial reports detailing revenue expenditure and income are made to policy boards throughout the year and are based on the total cost of the main divisions of service and the total cost based on the key expenditure headings such as employee costs etc. Capital expenditure and income reports also follow this same process with each capital project showing the previous year's cumulative spend (full cost)
4.3.3		Ensuring the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage.	Financial Outlook COVID Financial Recovery Reports	The Council's financial outlook for the medium term is presented each year. The report sets out the current financial position and the significant financial challenges to be faced in the forthcoming years, together with likely indications of grant and spending levels. Overall, the Council's medium-term financial position takes into consideration all known influencing factors. The Director of Finance provides regular financial updates to Council and these include updates on the impact of Covid on the financial outlook.
4.3.4		Ensuring the achievement of 'social value' through service planning and commissioning.	Service Improvement Plans	For 2021/22, the council moved away from three-year Service Improvement Plans and instead produced one-year Service Delivery Plans which were focused on the recovery priorities of each service and of the Council. In 2022/23, services will return to producing three year Service Improvement Plans. These produced to a

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				standard template and set out how each service will deliver their elements of the council's Covid-19 recovery, how they will contribute to the achievement of Council Plan outcomes, and what aspects of performance will be monitored
			Community Benefits	A Community Benefits Strategy was developed and approved by the Procurement Sub Committee in June 2014. A suite of guidance documents has been produced to provide procurement staff with the tools to effectively manage Community Benefits The outcomes and impact of Community Benefits to Renfrewshire are monitored by CPU Compliance Team and are integral to the Supplier Management process.
			Social Renewal Plan / Economic Recovery Plan	The Council, in partnership with other Renfrewshire organisations, has developed two plans which set out the recovery from the COVID-19 pandemic: Social Renewal Plan and the Economic Recovery Plan. The Economic Recovery Plan, which was approved by Council in December 2020, sets out the priority actions for the Renfrewshire economy over the next two years. The Social Renewal Plan was approved by Council in March 2021 and sets out how the Council will work with partners to improve wellbeing and tackle inequality across Renfrewshire, with a number of specific priorities identified. This live document is

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			reviewed and refreshed as the pandemic progresses, for example in autumn 2021 a programme of work was agreed to support communities around financial insecurity due to specific challenges anticipated during the winter. Work will be undertaken in 2022 to gain updated understanding of pandemic impacts on citizens and the plan updated accordingly.

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

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
5.1 Developing the entity's capacity			
5.1.1	Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness.	Audit, Risk and Scrutiny Board	The Audit, Risk and Scrutiny Board prepare an annual programme, including areas for specific review. 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 officers for approval by the Board and thereafter the Council. If appropriate, minority of dissenting views are recorded in the minutes of the meeting.
		Internal Audit Reviews	The outcomes of internal audit reviews are reported to Audit, Risk and Scrutiny, providing overall assurance rating and the number of recommendations in each risk category for these reviews. The committee summary for each report is also provided. For each audit assignment

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			where recommendations have been made, an action plan is put in place to address these.
		Performance management system, Pentana	Performance information from across services is monitored by the Chief Executive and the Corporate Management Team using the Council's performance management system, Pentana. The system is used to monitor strategic indicators, statutory indicators and operational indicators.
		Performance management reports to Board - Council Plan and LOIP reports Council Plan Performance Framework Local Government Benchmarking Framework (LGBF)	The Council provides regular updates covering performance to relevant Boards: in terms of delivering on the Council Plan; in conjunction with partners, on the Community Plan/ Local Outcomes Improvement Plan; progress on service improvement plans/ service delivery plans; the Local Government Benchmarking Framework; and operational performance reports.
		Corporate Asset Strategy / Community Asset Transfer Policy	The Corporate Asset Strategy 2018-21 was approved by the Finance, Resources and Customer Services Policy Board in June 2018. It sets out a high-level framework for the management of all the Council's assets. A paper outlining the legal framework and council procedures for Community Asset Transfer was approved by Council in February 2021.
5.1.2	Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that	Benchmarking / peer review	Services across the Council are involved in both formal and informal benchmarking arrangements through for example, the Association for Public Service Excellence and Scottish Community Care Benchmarking Network. Communities, Housing and Property Services participate in the Scottish

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	outcomes are achieved effectively and efficiently.		Housing Best Value Network (SHBVN) annual benchmarking process. The Council has also been involved in the development of the Local Government Benchmarking Framework and the subsequent benchmarking groups. This framework provides national benchmarking information on a range of indicators covering service delivery, cost and customer satisfaction.
5.1.3	Recognising the benefits of partnerships and collaborative working where added value can be achieved.	Community Plan / Local Outcomes Improvement Plan Strategic Partnership Agreement	The Council currently complies with this requirement through the Community Plan, which is the Local Outcomes Improvement Plan (LOIP) for Renfrewshire. It sets 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 on 28 September 2017, was based upon extensive research and community consultation which identified the key issues facing Renfrewshire.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		Social Renewal Plan / Economic Recovery Plan	The Council, in partnership with other Renfrewshire organisations, has developed two plans which set out the recovery from the COVID-19 pandemic: Social Renewal Plan and the Economic Recovery Plan. The Economic Recovery Plan, which was approved by Council in December 2020, sets out the priority actions for the Renfrewshire economy over the next two years. The Social Renewal Plan was approved by Council in March 2021 and sets out how the Council will work with partners to improve wellbeing and tackle inequality across Renfrewshire, with a number of specific priorities identified. This live document is reviewed and refreshed as the pandemic progresses, for example in autumn 2021 a programme of work was agreed to support communities around financial insecurity due to specific challenges anticipated during the winter. Work will be undertaken in 2022 to gain updated understanding of pandemic impacts on citizens and the plan updated accordingly.
5.1.4	Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources.	People Strategy: 'Our People Our Future 2021-2026	The People Strategy was approved by the Finance, Resources and Customer Services Policy Board in March 2021 and replaces the Organisational Development Strategy and Workforce Plans. It makes a commitment to investing in the workforce to ensure people are supported and equipped with the right skills to deliver on the council's ambitious outcomes for Renfrewshire. The Strategy offers a more flexible approach and will be owned by and embedded

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			within services and is fully aligned with their needs.
5.2 Developing the capability of the entity's leadership and other individuals			
5.2.1	Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained.	Protocol for relationships between Political Groups, Elected Members and Officers Member Development Programme	The Council's Elected Members and inter-party protocols and protocol for members/officers' relations were reviewed in 2014 and combined into one composite protocol which was approved at the Finance and Resources Policy Board on 12th November 2014.
		Councillors' Code of Conduct, Code of Conduct for Employees	The Council complies with this requirement through the Councillors' Code of Conduct and the Code of Conduct for Employees. The Council's protocol for relationships between political groups, Elected Members and officers sets out the rights and responsibilities of Councillors and political groups in the course of conducting Council business and provide good practice guidelines in relation to the multi-member ward issues. Members were provided with a briefing on the respective roles and responsibilities of officers and members as part of their induction following the Local Government elections in 2017. The Code of Conduct was updated by the Scottish Government in December 2021 and a paper outlining the changes was approved by Council the same month. This will also be covered in the induction programme which will take place following the May 2022 local government elections.

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			Meetings between Chief Executive and Leader	The Chief Executive holds weekly meetings with the Leader.
			Cross Party Sounding Board	The Council at its statutory meeting in May 2017 established a Cross Party Sounding Board. as part of its decision-making structure. The remit of which is to act as a sounding board and discussion forum, with no decision-making powers: to provide an opportunity to discuss matters of common interest or of Council wide relevance. Members include 2 administration and 4 opposition members.
	5.2.2	Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decisions making of the governing body.	Scheme of delegation	The Council's scheme of delegation ensures that decisions are made at the lowest or most local level consistent with the nature of the issues involved. With the exception of those powers which cannot be delegated or have been reserved to the Council, functions have been delegated to Boards and committees, the Chief Executive, Directors and Heads of Service and other officers. The scheme also includes a section detailing, statutory officers. During the pandemic an Emergencies Board commenced and an Emergencies Management Team was established, as specified in the Scheme of Delegations: Delegations to Officers, which provides that the Chief Executive, all Directors and all Heads of Service have the delegated authority "To take any actions necessary in any emergency situation that are within the remit of their own post or the service for which they are responsible."

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
5.2.3	Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure, whereby the chief executive leads the authority in implementing the strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority.	Conditions of Employment, scheme of delegation, statutory provisions and job descriptions/person specification	The Chief Executive has responsibility as head of the paid service for all aspects of operational management.
		Annual review	The Chief Executive is subject to a facilitated annual review by the leaders of the political groups at which objectives are agreed and reviewed.
5.2.4	Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by: − ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged. − ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis. − ensuring personal, organisational and system-wide development	Members Induction	A welcome and induction package of events was delivered for newly elected and returning Councillors following the local government election in May 2017. Notice of further development events and opportunities is issued to Councillors each month. Councillors have access to the Improvement Service CPD framework to identify further induction and development requirements. Councillors are encouraged to use the CPD framework and are supported throughout the process. An annual register of training and development delivered for Councillors is published online. A focussed development week for members takes place each year.
		People, Performance and Talent Policy	The People, Performance and Talent Policy and Competency Framework will recognise good performance, support under performance at an early stage and promote the behaviours required by the Council.
		iLearn Training	A number of e-learning modules are available to employees to support their learning and

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		through shared learning, including lessons learnt from both internal and external governance weaknesses.		development. This includes a comprehensive e-learning induction module for employees which covers terms and conditions and the statutory appointments of officers are detailed in the Council's scheme of delegation and this is reviewed on a regular basis.
			Leadership Development Training Cross-Organisational Mentoring Scheme iLearn platform	The Council's management development programme, Lead to Succeed, was launched in 2020 and has three levels (Inspire, Influence, Impact) which provide training for aspiring and current managers at all levels of the organisation. The training is linked to a CMI qualification. The Council's online learning platform, iLearn, includes a range of courses suitable for aspiring and current managers. Renfrewshire Council participates in a cross-organisational mentoring scheme alongside other public sector organisations.
5.2.5		Ensuring that there are structures in place to encourage public participation.	Consultation and engagement mechanisms	Council services engage and consult with communities in a number of ways including: Public Services Panel, Focus Groups, Tenants and Residents Forum, service user groups, Community Planning process, Complaints procedure and Local Partnerships.
			Local Partnerships	Following on from extensive consultation in 2018, the previous Local Area Committees (LACs) were replaced by Local Partnerships. These partnerships adopt a more informal and inclusive approach as part of a drive to ensure community voices are heard on local issues.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			Community Representatives now sit alongside Elected Members and Community Councils for the seven Local Partnerships. Since June 2019, Local Partnerships have been awarding grants to local groups, with community representatives having an active part in decision making. Local Partnership grants were awarded in September 2020, taking account of changes in community groups' plans following Covid-19 for 2020/21. Further awards were made by Local Partnerships for 2021/22 in May/June 2021.
5.2.6	Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections.	Improvement Service Continuing Professional Development (CPD) framework for Elected Members.	Councillors are encouraged to assess their own performance and identify any development needs using the CPD framework.
		Peer reviews	Using the Improvement Service CPD framework, Councillors can opt to undertake a 360° peer review of their performance as an Elected Member.
5.2.7	Holding staff to account through regular performance reviews which take account of training or development needs.	Pentana performance management system – Corporate Management Team / Council Plan scorecard	Performance information from across services is monitored by the Chief Executive and the Corporate Management Team using the Council's performance management system, Pentana. The system is used to monitor strategic PIs, statutory indicators, and operational indicators. A new CMT Performance Scorecard will be developed alongside the new Council Plan in 2022.
		Audit, Risk and Scrutiny Board	The Audit, Risk and Scrutiny Board agree an annual programme of activities which includes areas for specific investigation. The Audit, Risk and Scrutiny Board also has a written intimation procedure in respect of which any member of the Board may request that a particular matter by

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			considered by the Board. Each of the policy boards has a scrutiny function.
		Improvement Service Continuing Professional Development (CPD) framework for Elected Members.	The CPD framework for Councillors was developed by the Improvement Service and all members have access to it. Members are encouraged to assess their own development needs and develop a personal development plan.
		People, Performance, and Talent Policy (Appraisal Process)	A People, Performance and Talent Policy, Guidance and Competency Frameworks for all levels across the Council has replaced the former frameworks of MTIPD and MDP. The competency framework has been designed to align with the Council's values and behaviours. This enables services and individuals to identify areas for development and engage in effective workforce capability building and job ready activities to foster the organisations performance culture.
5.2.8	Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.	OD Strategy – health and wellbeing Health and Safety Plans for each service	A new Health, Safety and Wellbeing Strategy was approved in 2018. Each service has its own Health and Safety Plan and working group. Health and Safety reports for each service are presented to policy boards annually. During the pandemic, a Health, Safety and Wellbeing at Work page was developed on the Council's website. It includes an online learning guide for working at home; a wellbeing guide; and useful contacts. Communication has been critical during the pandemic and regular internal communications were sent out to staff during the pandemic, such as weekly messages from the Chief Executive and a weekly staff newsletter.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance

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

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
6.1 Managing risk			
6.1.1	Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making.	"Risk Matters" – the Councils Risk Management Policy and Strategy	The Council has a well-established risk management strategy which is subject to routine monitoring and review. Risk Matters is formally reviewed by the Audit, Risk and Scrutiny Board at periodic intervals of not more than 2 years and annually (interim review) by the Corporate Risk Management Group (CRMG) to ensure it reflects current standards and best practice and fully reflects the rapidly changing environment in local government. Risk Matters is explicit regarding the Council's risk management philosophy and regarding members' and managers' responsibility for risk management. Services also include a section on risks in their Service Delivery Plans.
		Strategic Risk Management Development Plan (SRMDP)	The Strategic Risk Management Plan 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. The Audit, Risk and Scrutiny Board was renamed to reflect the importance of considering risks in the decision-making process.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
6.1.2	Implementing robust and integrated risk management arrangements and ensuring that they are working effectively.	Strategic and Corporate Risk Register • Submission report to Board • Quarterly reports to CRMG • Midyear report to Board	The Council maintains, routinely monitors and reviews the corporate risk register and service risk management plans in accordance with Risk Matters. Services report risks and mitigations through the corporate documents. Each service has a Risk Rep who sits on the Corporate Risk Management Group. The CRMG reports regularly through to the Audit, Risk and Scrutiny Board.
		Risk Management Annual Report	A report on the effectiveness of the Council's risk management framework is provided to the Audit, Risk and Scrutiny Board on an annual basis.
6.1.3	Ensuring that responsibilities for managing individual risks are clearly allocated.	Corporate Risk Management Group	The Corporate Risk Management Group oversees the Council's risk management framework on behalf of the Corporate Management Team. The Group oversees the ongoing development, monitoring and review of the corporate risk register and facilitates an escalation process whereby risk can be moved between corporate or service level.
6.2 Managing performance			
6.2.1	Monitoring service delivery effectively including planning, specification, execution and independent post-implementation review.	Service Improvement Plans and key performance indicators	For 2021/22, the council moved away from three-year Service Improvement Plans and instead produced one-year Service Delivery Plans which were focused on the recovery priorities of each service and of the Council. In 2022/23, services will return to producing three year Service Improvement Plans. These produced to a

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			standard template and set out how each service will deliver their elements of the council's Covid-19 recovery, how they will contribute to the achievement of Council Plan outcomes, and what aspects of performance will be monitored Information including commentary on performance is collected and analysed using the Pentana performance management system.
6.2.2	Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook.	Reports to Council / boards	Reports to the Council and all Board meetings provide members with sufficient information on which they are able to take decisions, including personnel, legal, risk, financial and other implications relating to the key Council Plan / Community Plan themes, and provide recommendations.
		Annual timetable of board meetings	A timetable covering the various board cycles is approved by the Council and is available online dates of pre-agenda meetings are available to relevant officers and members. A spreadsheet is issued quarterly to services advising of last lodging dates for reports. The Council has approved its timetable of meetings March 2022 and future dates will be set once the new council administration is in place following the local government elections in May 2022.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
6.2.3	Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible. (OR, for a committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making.	Audit, Risk and Scrutiny Board	The Audit, Risk and Scrutiny Board's remit includes audit scrutiny, monitoring and review of service delivery, performance, policies and practice, community leadership through monitoring of other public bodies, and standards and ethics. The Board conducts an annual programme of reviews which have addressed a number of areas, most recently consideration of an extension to National Cycle Route 7.
6.2.4	Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement.	Service Improvement Plans and key performance indicators Council Plan Performance Framework Policy Updates	For 2021/22, the council moved away from three-year Service Improvement Plans and instead produced one-year Service Delivery Plans which were focused on the recovery priorities of each service and of the Council. In 2022/23, services will return to producing three year Service Improvement Plans. These produced to a standard template and set out how each service will deliver their elements of the council's Covid-19 recovery, how they will contribute to the achievement of Council Plan outcomes, and what aspects of performance will be monitored
		Performance reviewed each year by Audit, Risk and Scrutiny Board – LGBF and Complaints Report	The Council's performance in terms of Local Government Benchmarking Framework Indicators is reported to and reviewed by the Audit, Risk and Scrutiny Board each year. This includes information on service levels, service costs and customer satisfaction.

		Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
				In addition, the Annual Complaints Report is presented to Board annually. This includes a breakdown on number of complaints, how timeously we have responded to complainants and improvements made to complaints handling. Both reports are presented to the Audit, Risk and Scrutiny Board.
6.2.5		Ensuring there is consistency between specification stages (such as budgets) and post-implementation reporting (e.g. financial statements).	Financial regulations and financial codes	The Council has in place financial regulations which set out the responsibilities of the Director of Finance and Resources, who has been appointed as the 'proper officer', along with the responsibilities of the Chief Executive, Directors and other authorised people for the financial affairs of the Council. These regulations also set out the responsibilities of the Leadership Board, the Audit, Risk and Scrutiny Board and the various policy boards for financial affairs.
6.3 Robust internal control				
6.3.1		Aligning the risk management strategy and policies on internal control with achieving objectives.	"Risk Matters" – the Council's Risk Management Policy and Strategy	The Council has a well-established risk management strategy which is subject to routine monitoring and review. Risk Matters is formally reviewed by the Audit, Risk and Scrutiny Board at periodic intervals of not more than 2 years and annually (interim review) by the Corporate Risk Management Group (CRMG) to ensure it reflects current standards and best practice and fully reflects the rapidly changing environment in local government.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		Audit reports and Audit, Risk and Scrutiny Board - Public Sector Internal Audit Standards	In terms of the Public Sector Internal Audit Standards, the Council's Chief Auditor submits an annual report to the Audit, Risk and Scrutiny Board on the activities of internal audit to demonstrate performance and containing a view on the overall adequacy and effectiveness of the Council's framework of governance, risk management and control. Again, in terms of the above standards, regular reports are submitted to the Audit, Risk and Scrutiny Board in relation to the findings of the Council's internal and external auditors which detail the main issues arising. An annual Internal Audit risk-based plan is approved by the Board.
6.3.2	Evaluating and monitoring risk management and internal control on a regular basis.	Risk Management Annual Report	A report on the effectiveness of the Council's risk management framework is provided to the Audit, Risk and Scrutiny Board on an annual basis.
6.3.3	Ensuring effective counter fraud and anti-corruption arrangements are in place.	Strategy for the prevention and detection of fraud and corruption Internal Audit arrangements Corporate counter fraud arrangements Integrity Group Anti-Money Laundering policy	A strategy for the prevention and detection of fraud and corruption is in place. The Council's Integrity Group has been established to strengthen the Council's internal resilience to corruption. Effective counter fraud arrangements are in place having established a counter-fraud team. The Chief Auditor has also been appointed as the Money Laundering Reporting Officer.
6.3.4	Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk	Code of Corporate Governance Guidance Annual Governance Statement Internal Audit Annual report	The Council complies with this requirement through its Code of Corporate Governance Guidance which details the organisation's governance arrangements. This is in line with

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	management and control is provided by the internal auditor.		national guidance and is updated on an annual basis.
6.3.5	Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body: − provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment.	Audit, Risk and Scrutiny Board	The Audit, Risk and Scrutiny Board functions as the Council's audit committee and has an overview of the internal audit role to ensure that resources are being targeted effectively. The Board reviews 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.
	− that its recommendations are listened to and acted upon.	Training programme for Audit, Risk and Scrutiny Board	The Chief Auditor provides a regular briefing programme for members of the Board, prepared in consultation with them, to assist them in fulfilling their audit committee role. Issues covered by the training programme include the role of the Audit committee and CyberSecurity. This programme is approved annually by the Board.
6.4 Managing data			
6.4.1	Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data	Information Governance Strategy and Framework Information Governance Team Data protection policies and procedures Information Governance Learning & Development Strategy General Data Protection Regulations (GDPR) Appointment of Statutory Data Protection Officer (DPO)	The Council is subject to routine external audit by the Information Commissioners' Office (ICO) and also by internal audit. The Managing Solicitor reports monitoring figures, to the Senior Information Risk Owner (SIRO) on a monthly basis and to the CMT on at least a six-monthly basis. Extensive work programme and communication took place in preparation for the introduction of the General Data Protection Regulations (GDPR) in May 2018.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			The Council has appointed a statutory Data Protection Officer whose remit includes overseeing the Council's implementation of GDPR, other data protection laws and the relevant Council policies and to ensure compliance with those.
6.4.2	Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies.	Data sharing agreements Data processing agreements Central repository of data sharing and data processing agreements Cyber Security	Data sharing and data processing agreements are in place as appropriate. There is a central repository of signed agreements. The Council Data Sharing Code, based on the ICO code, was approved by the Finance, Resources and Customer Services Board. Cyber security transfer and sharing requirements are included with the legal documents.
6.4.3	Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring.	Service Improvement Plans and key performance indicators	For 2021/22, the council moved away from three-year Service Improvement Plans and instead produced one-year Service Delivery Plans which were focused on the recovery priorities of each service and of the Council. In 2022/23, services will return to producing three year Service Improvement Plans. These produced to a standard template and set out how each service will deliver their elements of the council's Covid-19 recovery, how they will contribute to the achievement of Council Plan outcomes, and what aspects of performance will be monitored Information including commentary on performance is collected and analysed using the Pentana performance management system.
		Performance reviewed annually by the Audit, Risk and Scrutiny Board	The Council's performance in terms of Local Government Benchmarking Framework Indicators

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			is reported to and reviewed by the Audit, Risk and Scrutiny Board each year. This includes information on service levels, service costs and customer satisfaction.
		SPI Direction	The SPI Direction from Audit Scotland sets out the requirements of monitoring and reporting on performance indicators by Councils.
6.5 Strong public financial management			
6.5.1	Ensuring financial management supports both long-term achievement of outcomes and short-term financial and operational performance.	Financial strategy and financial monitoring reports	Regular financial monitoring reports detailing the current financial position together with the projected outturns for each main service area (and its appropriate divisions) are reported on a routine basis to Policy Boards. These reports also advise members of any management action that is being taken or is planned for the future to alleviate any current or projected deviations from the initial financial plan.
6.5.2	Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls.	Corporate Risk Register – financial risk	Financial risk is included as part of the Corporate Risk Register to ensure financial management is managed and reviewed on a regular basis.

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

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
7.1 Implementing good practice in transparency			
7.1.1	Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the	Performance section on Council's website Annual 'It's all about you' report	The performance section on the Council's website provides several sources to assess how the Council is performing.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	intended audience and ensuring that they are easy to access and interrogate.		Public performance reporting is undertaken to ensure local citizens, businesses and partner organisations are able to track Council performance over time. A link to council performance information is on the website's home page. An annual PPR report, "It's All About You" is presented in a storymap format on the council's website. It provides information – a mix of data, case studies and video clips – on how well we are performing against a range of measures included in the Council Plan and Best Value action plan. Through our participation in the Local Government Benchmarking Framework, it can also offer comparisons to other councils.
7.1.2	Striking a balance between providing the right amount of information to satisfy transparency demand and enhance public scrutiny while not being too onerous to provide and for users to understand.	Public Performance Report – 'It's all about you'	The Council Performance section on the website provides several sources to assess how the Council is performing. An annual PPR report, "It's All About You" is presented in a storymap format on the council's website. It provides information – a mix of data and case studies – on how well we are performing against a range of measures included in the Council Plan and Best Value action plan. Through our participation in the Local Government Benchmarking Framework, it can also offer comparisons to other councils.
7.2 Implementing good practices in reporting			
7.2.1	Reporting at least annually on performance, value for money and the stewardship of its resources.	Annual financial statements, annual accounts and annual audit review	The Council publishes its Annual Accounts, through the regular submission of budget reports to Policy Boards, the submission of the annual audit review and other audit reports to the Council

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			and/or Audit, Risk and Scrutiny Board as appropriate and by publishing performance information on the Council's website.
		Public Performance Reporting	Public performance reporting is undertaken to ensure local citizens, businesses and partner organisations can track Council performance over time. The performance section on the Council's website provides a number of sources to assess how the Council is performing. It provides information – a mix of data and case studies – on how well we are performing against a range of measures included in the Council Plan and Best Value action plan. Through our participation in the Local Government Benchmarking Framework, it can also offer comparisons to other councils. An annual PPR report, "It's All About You" is presented in a storymap format on the council's website.
7.2.2	Ensuring members and senior management own the results.	Performance reports to Boards	Elected Members receive a number of performance reports at Policy Boards, including reports on the performance of the Council Plan, Community Plan, Service Improvement Plans, Complaints, Local Government Benchmarking Framework (LGBF) and operational performance reports.
7.2.3	Ensuring robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (annual governance statement)	Annual Governance statement	The Council complies with this requirement through its Annual Governance statement which details the organisation's governance arrangements. This is in line with national guidance and is updated on an annual basis. The statement is submitted to the Audit, Risk and Scrutiny Board.

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

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			management and control. Again, in terms of the above standards, regular reports are submitted to the Audit, Risk and Scrutiny Board in relation to the findings of the Council's internal and external auditors which details the main issues arising.
7.3.3	Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations.	Benchmarking / peer review	Services across the Council are involved in both formal and informal benchmarking arrangements through for example, the Association for Public Sector Excellence. Communities, Housing and Property Services participate in the Scottish Housing Best Value Network (SHBVN) annual benchmarking process. The Council has also been heavily involved in the development of the Local Government Benchmarking Framework and the subsequent benchmarking groups. This provides national benchmarking information on a range of indicators covering service delivery, cost and customer satisfaction.
		Best Value Audit	The Council took part in the Best Value Assurance Audit process from January to June 2017. An action plan to respond to recommendations contained within the BVAR report was approved at the full Council meeting on 28th September 2017.
		Independent Inspection and Audit	The Council is independently evaluated by bodies such as the Care Inspectorate, Education Scotland, Audit Scotland and the Scottish Public Services Ombudsman (who considers complaints against the Council).

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
7.3.4	Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement.	Annual governance statement Self-Assessment Checklists	Any key risks identified through the annual self-assessment process which is undertaken by the Directors of each Service would be reflected in the governance statement.
7.3.5	Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met.	Community Planning Boards Integrated Joint Boards / Health and Social Care Partnerships OneRen	Arrangements are in place between Renfrewshire Council and its Community Planning partners, the IJB and OneRen. Governance arrangements, such as systems for managing, monitoring and scrutinising the IJB's business and finances have been developed. Effective arrangements are in place for sharing information between partners that can lead to improving how services are provided, such as the Community Safety Partnership. The Head of Policy and Commissioning is the One Ren Monitoring Officer and undertakes quarterly meetings to review performance of OneRen (formerly Renfrewshire Leisure). In addition, six-monthly updates and an Annual Business Plan is reported to and agreed by the Leadership Board.