

EAST RENFREWSHIRE COUNCIL

AUDIT AND SCRUTINY COMMITTEE

12 June 2014

Report by Deputy Chief Executive

CODE OF CORPORATE GOVERNANCE

**PURPOSE OF REPORT**

1. To update the Audit and Scrutiny Committee on progress against improvement actions in the 2013/14 Code of Corporate Governance and to approve a new Code for 2014/15.

**RECOMMENDATIONS**

2. The Audit and Scrutiny Committee is asked to:-
- (a) Note progress on the 2013/14 Code of Corporate Governance improvement actions.
  - (b) Approve the Code of Corporate Governance updates and actions for 2014/15 (Annex 1).

**BACKGROUND**

3. East Renfrewshire Council is responsible for ensuring that business is: conducted in accordance with the law and proper standards; and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively.

4. In discharging this responsibility, elected members and senior officers are responsible for putting in place proper arrangements for the governance of the Council's affairs and the stewardship of resources. Since December 2002, the Council has adopted and updated annually a Code of Corporate Governance which is consistent with the principles and requirements of the CIPFA/SOLACE Framework: *Delivering Good Governance in Local Government*.

5. The Code of Corporate Governance is a statement of the structures and processes that govern internal policy-making, community leadership, partnership working and the mechanisms to ensure proper control and accountability are in place.

6. All Councils must comply with the following requirements:

- Publication of an annual progress summary on the previous year's Code, including any actions taken to improve compliance.

- Publication of an annual Code of Corporate Governance update. This must include an update on any new evidence we can present. It must also include self-assessment scoring of the evidence we have regarding: compliance with national guidance on each governance requirement; and details of any action to improve compliance during 2014/15.
- Inclusion of a Statement of Corporate Governance within the Council's Annual Report and Accounts.

## **PROGRESS ON 2013/14 ACTIONS**

7. In May 2014 an update on the actions from the 2013/14 Code of Corporate Governance update was produced. This update was placed on the Council's website for public access.

8. Of the seven improvement activities listed in the 2012/13 code, six were completed and one action has been carried forward into the 2014/15 code. Completed actions are:

- Develop a four year Corporate Statement for the Council setting out vision and key priorities;
- Further develop contract and supplier management arrangements;
- Review Community Planning arrangements to assure delivery of the new SOA outcomes and respond to the national agenda regarding prevention and accountability;
- Develop complaints performance monitoring and reporting framework including quarterly monitoring reports to CMT and 6-monthly to Cabinet;
- Pilot the on-line PRD system in the Chief Executive's Department in 2013/14;
- Develop and approve a new methodology for risk based How Good is Our Service (HGIOS).

9. The activity in the 2013/14 code on Phase 2 of the review of area forums (part of the much wider review of community engagement) is partially completed. As part of phase 2 of this work, a review of the Scheme of Establishment for Community Councils is underway. It was originally anticipated that this would be complete by September 2014; however, it has been carried forward into the proposed new Code with completion expected by April 2015.

## **UPDATED CODE OF CORPORATE GOVERNANCE FOR 2014/15**

10. The updated Code of Corporate Governance for 2014/15 is included at Annex 1 and sets out arrangements which fulfil the six governance principles outlined in national guidance. The CIPFA / SOLACE framework emphasises that councils should:

- keep codes of corporate governance under review,
- carry out a process of self-evaluation scoring; and
- develop actions to address any gaps or areas for improvement in governance arrangements.

11. The self assessment of this year's code against the nationally prescribed criteria<sup>1</sup>, found the Council to be fully compliant across the 6 governing principles and in three areas

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<sup>1</sup> The nationally prescribed scoring used as suggested in the CIPFA/SOLACE guidance is:

- 1 - not compliant with local code requirements
- 2 - partially compliant with local code requirements
- 3 - fully compliant with the requirements of the local code
- 4 - exceeds the requirements of the local code

exceeding requirements (developing and promote the authority's vision, public performance reporting, and effective audit committee arrangements). The scoring is supported by a positive draft Assurance and Improvement Plan (AIP) Update 2014-2017 prepared by Audit Scotland, which will be considered at Cabinet on 19 June 2014. As like the previous year, the Local Area Network (LAN) auditors' assessed that no additional risk based scrutiny work will be undertaken apart from the routine service inspections and monitoring from each of the scrutiny bodies (e.g. of schools).

12. A small number of further actions to be taken in 2014/2015 to exceed compliance with the Code have been identified. Regular annual updates (e.g. Outcome Delivery Plan) have not been included and only key non-business-as-usual actions have been included.

Each action has been included only once even though it may relate to a piece of evidence that occurs throughout the Code of Corporate Governance – this is to reduce duplication.

13. Key actions for 2014/15:

- Implement a new Social Media Policy;
- Develop use of data on complaints and ensure this is embedded into performance management arrangements to assist departments in service improvement;
- Review of the distribution of Corporate Personnel Circulars and increase accessibility;
- Implement online PRD system across all departments;
- Complete Phase 2 of are forums review as part of wider review of community engagement (carried forward)

14. Annex 2 shows how the various sources of evidence represent the 6 CIPFA/SOLACE principles of good governance and gives officer contacts for further information on each piece of evidence.

15. Once approved, the Code of Corporate Governance 2014/15 will be made available on the Council's website and a progress update on the actions will be made after the close of the 2014/15 financial year.

## **ANNUAL GOVERNANCE STATEMENT**

16. The Leader and the Chief Executive are responsible for the Annual Governance Statement in the Annual Report and Accounts. The 2013/14 Annual Report is to be published in November. This Statement will be based on the progress summary of the 2013/14 actions and also references the 2014/15 update on the Code of Corporate Governance.

## **CONCLUSION**

17. East Renfrewshire Council continues to be governed by sound management controls and continues to comply with the requirements of the CIPFA/SOLACE Framework: *"Delivering Good Governance in Local Government."*

18. As part of the annual process the Code of Corporate Governance has been updated and scored in line with new evidence. Progress on planned actions for 2013/14 has been posted on the Council's website. Subject to the Audit and Scrutiny Committee's approval the revised Code for 2014/15 will also be posted on the Council's website.

## **RECOMMENDATIONS**

19. The Audit and Scrutiny Committee is asked to:-
- (a) Note progress on the 2013/14 Code of Corporate Governance improvement actions.
  - (b) Approve the Code of Corporate Governance updates and actions for 2014/15 (Annex 1).

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May 2014

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## **BACKGROUND PAPERS**

- Code of Corporate Governance, Audit Committee, 27 June, 2013
- Audit Scotland Assurance and Improvement Plan Update 2013-16, Council 15 May 2013

## **KEYWORDS**

(governance, code, corporate, principles, CIPFA, SOLACE, accountability, improvement actions).

**CODE OF CORPORATE GOVERNANCE  
2014/15**

<b>Principle 1: Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.</b>				
<b>Supporting Principle</b>	<b>Requirement</b>	<b>Evidence</b> (n.b. additions for 2014/15 are <u>underlined</u> )	<b>Evaluation of Requirement Against Code</b> (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	<b>Further Action Required</b>
1. Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcome for citizens and service users	1.1 Develop and promote the authority's purpose and vision	<ul style="list-style-type: none"> <li>• Single Outcome Agreement (SOA)</li> <li>• Outcome Delivery Plan (ODP)</li> <li>• <u>Corporate Statement: Your Council Your Future</u></li> <li>• Core communications brief</li> <li>• <u>Website news room</u></li> <li>• <u>Chief Executive's Blog</u></li> <li>• <u>Social media updates</u></li> <li>• <u>Articles in ER Magazine</u></li> <li>• <u>Media announcements</u></li> </ul>	4 – based on new Corporate Statement promotion and increased use of social media	
	1.2 Review on a regular basis the authority's vision for the local area and its implications for the authority's governance arrangements	<ul style="list-style-type: none"> <li>• Annual updates on SOA, ODP and Corporate Statement</li> <li>• <u>Code of Corporate Governance Update 2014/15</u></li> </ul>	3	
	1.3 Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners	<ul style="list-style-type: none"> <li>• SOA (<u>including all the supporting strategies and plans e.g. CHCP Development Plan, Integrated Children's Services Plan, Opportunities For All Strategy, A Place to Grow</u>).</li> </ul>	3	

**Principle 1 continued**

**Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.**

Supporting Principle	Requirement	Evidence (n.b. additions for 2014/15 are underlined)	Evaluation of Requirement Against Code (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	Further Action Required
	1.4 Publish an annual report on a timely basis and communicate the authority's achievements, its financial position and performance	<ul style="list-style-type: none"> <li>• Annual report and accounts</li> <li>• <u>Summary of accounts leaflet</u></li> <li>• <u>Key financial facts and figures leaflet</u></li> <li>• Annual performance overview report</li> <li>• Annual efficiency statement</li> <li>• Integrated Council and Community Planning Partnership Performance Reports (mid and end year)</li> <li>• Departmental performance reports</li> <li>• Annual performance presentation to Cabinet</li> <li>• Chief Executive/Director 6 month performance review meetings</li> <li>• CHCP Care Governance Sub Committee Annual Report for NHS GGC</li> <li>• CHCP 6-monthly Organisational Performance Review (OPR)</li> <li>• National (LGBF) Benchmarking Report</li> </ul>	4 - based on well developed performance management and reporting arrangements, acknowledged in Assurance and Improvement Plan report 2014-2017.	

<b>Principle 1 continued</b>				
<b>Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.</b>				
<b>Supporting Principle</b>	<b>Requirement</b>	<b>Evidence</b> (n.b. additions for 2014/15 are underlined)	<b>Evaluation of Requirement Against Code</b> (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	<b>Further Action Required</b>
2. Ensuring that users receive a high quality of service, whether directly, or in partnership, or by commissioning	2.1 Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available	<ul style="list-style-type: none"> <li>• Service Standards</li> <li>• ‘Customer’ measures in Council performance management framework</li> <li>• Core service satisfaction measures in Citizens’ Panel annual survey</li> <li>• Extensive range of customer surveys of frontline service users (e.g. pupil surveys, community facilities users, service centre users)</li> <li>• <u>Citizen Space community engagement tool</u></li> <li>• <u>Analysis of complaints data</u></li> <li>• <u>LGBF indicator suite- benchmarking</u></li> </ul>	3	
	2.2 Put in place effective arrangements to identify and deal with failure in service delivery	<ul style="list-style-type: none"> <li>• External audits and inspections (e.g. Education Scotland)</li> <li>• How Good is Our Service? self evaluation programme - and other quality frameworks (e.g. Customer Service Excellence or Investors in People)</li> <li>• Change projects as part of Public Service Excellence programme</li> <li>• Corporate Performance Management Framework (inc. Covalent; mid/end year reports; 6-monthly meetings with Chief Executive)</li> <li>• Lagan Customer Relationship Management (CRM) system – (i.e. complaints database)</li> <li>• Audit and Scrutiny Committee</li> <li>• CHCP Care Governance Sub Committee remit to develop improvement in care services</li> <li>• Internal Audit Annual Plan and quarterly reports to Audit and Scrutiny Committee</li> <li>• <u>Assurance &amp; Improvement Plan (2014-17)</u></li> <li>• New Complaints handling procedure (introduced March 2013)</li> <li>• National (LGBF) benchmarking report</li> <li>• Community Planning Partnership (CPP) Board meetings</li> <li>• CPP Performance and Accountability (PAR) meetings</li> </ul>	3	

<b>Principle 1 continued</b>				
<b>Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.</b>				
<b>Supporting Principle</b>	<b>Requirement</b>	<b>Evidence</b> (n.b. additions for 2014/15 are underlined)	<b>Evaluation of Requirement Against Code</b> (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	<b>Further Action Required</b>
3. Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money	3.1 Decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively. Measure environmental impact of policies, plans and decisions.	<ul style="list-style-type: none"> <li>• Budget Strategy Group</li> <li>• Budgetary monitoring reports</li> <li>• Robust Contract Standing Orders</li> <li>• Annual Procurement Capability assessment</li> <li>• Corporate Procurement Strategy</li> <li>• Internal Audit Annual Plan</li> <li>• Annual Efficiency Statement</li> <li>• ‘Efficiency’ measures from performance management framework</li> <li>• Financial Regulations</li> <li>• CIPFA financial indicators for Directors of Finance.</li> <li>• Equality Impact Assessment (EIA) Toolkit/ training</li> <li>• Strategic Environmental Assessment (SEA)</li> <li>• EIA of budget consultation proposals</li> <li>• <u>Citizens’ Panel data</u></li> </ul>	3	
<b>Principle 2:</b>				
<b>Members and officers working together to achieve a common purpose with clearly defined functions and roles.</b>				
<b>Supporting Principle</b>	<b>Requirement</b>	<b>Evidence</b> (n.b. additions for 2014/15 are underlined)	<b>Evaluation of Requirement Against Code</b> (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	<b>Further Action Required</b>
1. Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function	Set out a clear statement of the respective roles and responsibilities of members generally and senior officers	<ul style="list-style-type: none"> <li>• Scheme of delegated functions</li> <li>• Job descriptions for elected members</li> <li>• Performance Review and Development (PRD)</li> <li>• 6-monthly performance review meetings of Chief Executive, Director and Heads of Service</li> <li>• Scheme of Administration</li> <li>• Planning Scheme of Delegation</li> <li>• Code of Conduct for Employees</li> <li>• Code of Conduct for Elected Members</li> </ul>	3	



<b>Principle 2: continued</b>				
<b>Members and officers working together to achieve a common purpose with clearly defined functions and roles.</b>				
<b>Supporting Principle</b>	<b>Requirement</b>	<b>Evidence</b> (n.b. additions for 2014/15 are underlined)	<b>Evaluation of Requirement Against Code</b> (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	<b>Further Action Required</b>
2. Ensuring that a constructive working relationship exists between authority and members and officers and that the responsibilities of members and officers are carried out to a high standard	2.1 Determine a scheme of delegation and reserved powers within the constitution including a formal schedule on those matters specifically reserved for collective decision of the authority taking account of relevant legislation and ensure that it is monitored and updated when required	<ul style="list-style-type: none"> <li>• Scheme of delegated functions</li> <li>• Scheme of administration</li> <li>• Planning Scheme of Delegation</li> <li>• Code of Conduct for Employees</li> <li>• Code of Conduct for Elected Members</li> <li>• Anti-fraud and bribery strategy</li> </ul>	3	
	2.2 Make the Chief Executive responsible and accountable to the authority for all aspects of operational management	<ul style="list-style-type: none"> <li>• Scheme of delegated functions</li> <li>• Chief Executive's job description</li> <li>• 6-monthly performance review meetings Chief Executive and Directors and Heads of Service</li> <li>• CHCP 6-monthly Organisational Performance Review (OPR)</li> <li>• Cabinet work plan</li> </ul>	3	
	2.3 Develop protocols to ensure that the leader and chief executive negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained	<ul style="list-style-type: none"> <li>• Scheme of administration</li> <li>• Scheme of delegated functions</li> <li>• Job descriptions for elected members</li> <li>• Chief Executive's job description</li> <li>• Note on Distribution and Circulation of Papers</li> </ul>	3	
	2.4 Make a senior officer (the Section 95 officer) responsible to the authority for ensuring appropriate advice is given on all financial matters, for keeping proper financial records and accounts and for maintaining effective systems of internal financial control	<ul style="list-style-type: none"> <li>• Scheme of delegated functions</li> <li>• Annual report and accounts</li> <li>• <u>Assurance and Improvement Plan (2014-17)</u></li> <li>• Financial regulations</li> <li>• Compliant with CIPFA Statement on role of Chief Financial Officer</li> </ul>	3	

<b>Principle 2: continued</b>				
<b>Members and officers working together to achieve a common purpose with clearly defined functions and roles.</b>				
<b>Supporting Principle</b>	<b>Requirement</b>	<b>Evidence</b> (n.b. additions for 2014/15 are underlined)	<b>Evaluation of Requirement Against Code</b> (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	<b>Further Action Required</b>
	2.5 Make a senior officer (usually the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with	<ul style="list-style-type: none"> <li>• Scheme of delegated functions</li> <li>• Standing Orders</li> <li>• Deputy Chief Executive is monitoring officer responsible for this area.</li> </ul>	3	
3. Ensuring relationships between the authority, its partners and the public are clear so that each know what to expect of the other	3.1 Develop protocols to ensure effective communication between members and officers in their respective roles	<ul style="list-style-type: none"> <li>• Code of Conduct for Employees (inc. protocol for member/officer relations)</li> <li>• Protocol for working within multi-member wards</li> </ul>	3	
	3.2 Ensure that an established scheme for remuneration of members and officers and an effective structure for managing the process including an effective remuneration panel are in place (if applicable)	<ul style="list-style-type: none"> <li>• Scheme of Members' salaries and expenses</li> <li>• Employee pay and grading scheme</li> <li>• Maintenance of job evaluation scheme</li> <li>• Appeals Committee</li> </ul>	3	
	3.3 Ensure that effective mechanisms exist to monitor service delivery	<ul style="list-style-type: none"> <li>• Performance management framework including performance management guide, e-course</li> <li>• 6-monthly performance review meetings between Chief Executive and each Director and their Heads of Service (linked to PRD)</li> <li>• Budgetary monitoring reports</li> <li>• 6-monthly Performance &amp; Accountability Review meetings with partners</li> <li>• Internal audit annual plan</li> <li>• CHCP 6-monthly Organisational Performance Review (OPR)</li> <li>• New Complaints handling procedure</li> </ul>	3	

<b>Principle 2: continued</b>				
<b>Members and officers working together to achieve a common purpose with clearly defined functions and roles.</b>				
<b>Supporting Principle</b>	<b>Requirement</b>	<b>Evidence</b> (n.b. additions for 2014/15 are underlined)	<b>Evaluation of Requirement Against Code</b> (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	<b>Further Action Required</b>
	3.4 Ensure that the authority's vision, corporate plans, priorities and targets are developed through robust mechanisms and in consultation with the local community and other key stakeholders and that they are clearly articulated and disseminated	<ul style="list-style-type: none"> <li>• Annual SOA update</li> <li>• Annual ODP update</li> <li>• <u>Corporate Statement – Your Council, Your Future</u></li> <li>• Department and service plans</li> <li>• Citizens' Panel surveys and newsletters</li> <li>• Council's <i>er</i> magazine for residents</li> <li>• Range of public consultations</li> <li>• Strategy Guidance</li> <li>• <u>Service Planning Guidance</u></li> <li>• Summary of accounts leaflet and key financial facts and figures leaflet</li> <li>• <u>Annual Performance Report</u></li> <li>• <u>Performance and newsroom web pages</u></li> <li>• <u>Employee Survey</u></li> <li>• <u>Planning for the future report (key demographic trends)</u></li> <li>• <u>Citizen Space community engagement tool</u></li> </ul>	3	
	3.5 When working in partnership ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority	<ul style="list-style-type: none"> <li>• 6-monthly Performance and Accountability Review meetings</li> <li>• CHCP Scheme of Establishment</li> <li>• Police and Fire quarterly Cabinet meetings</li> <li>• <u>CPP Board meetings</u></li> </ul>	3	
	3.6 When working in partnership, ensure that there is clarity about the legal status of the partnership and ensure that representatives of organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions	<ul style="list-style-type: none"> <li>• Performance &amp; Accountability Reviews (PARs) 6-monthly with partners</li> <li>• Information and Consultation Sessions</li> <li>• CHCP Scheme of Establishment</li> <li>• <u>CPP Board meetings</u></li> </ul>	3	

**Principle 3:**

**Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.**

Supporting Principle	Requirement	Evidence (n.b. additions for 2014/15 are underlined)	Evaluation of Requirement Against Code (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	Further Action Required
1. Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance	1.1 Ensure that the leadership sets the tone for the organisation by creating a climate of openness, support and respect	<ul style="list-style-type: none"> <li>• Code of Conduct for Elected Members</li> <li>• Code of Conduct for Employees</li> <li>• <u>Corporate Statement – Your Council, Your Future</u></li> <li>• Members’ Induction</li> <li>• Minutes of committee meetings</li> <li>• Standing orders</li> <li>• Anti-Fraud and bribery Strategy</li> </ul>	3	
	1.2 Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority and its partners and the community are defined and communicated through codes of conduct and protocol	<ul style="list-style-type: none"> <li>• Code of Conduct for Elected Members</li> <li>• Code of Conduct for Employees</li> <li>• Scottish Social Services Council registration of social work staff and some Education staff (e.g. Pupil Support Assistants)</li> <li>• General Teaching Council registration</li> <li>• Anti-Fraud and bribery Strategy</li> <li>• Corporate Personnel Circulars (CPCs)</li> </ul>	3	Implement new Social Media Policy by July 2014 – currently up for consultation with the Trade Unions. Lead by Communications Team
	1.3 Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice	<ul style="list-style-type: none"> <li>• Code of Conduct for Elected Members</li> <li>• Code of Conduct for Employees</li> <li>• Contract Standing Orders</li> <li>• Register of Members’ and Employees’ interests</li> <li>• Anti fraud and bribery strategy</li> <li>• Probity register</li> </ul>	3	
2. Ensuring that organisational values are put into practice and are effective	2.1 Develop and maintain shared values for both the organisation and staff reflecting public expectations, communicating these with members, staff, the community and partners	<ul style="list-style-type: none"> <li>• <u>Corporate Statement – Your Council, Your Future</u></li> <li>• Code of Conduct for Elected Members</li> <li>• Code of Conduct for Employees</li> <li>• Core communication brief</li> <li>• CHCP Director’s Brief</li> <li>• <u>Chief Executive’s Blog</u></li> <li>• <u>Website news room</u></li> </ul>	3	

<b>Principle 3: continued</b>				
<b>Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.</b>				
<b>Supporting Principle</b>	<b>Requirement</b>	<b>Evidence</b> (n.b. additions for 2014/15 are underlined)	<b>Evaluation of Requirement Against Code</b> (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	<b>Further Action Required</b>
	2.2 Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards and monitor their continuing effectiveness in practice	<ul style="list-style-type: none"> <li>• Code of Conduct for Elected Members</li> <li>• Code of Conduct for Employees</li> <li>• Scottish Social Services Council registration of social work staff and some Education staff (e.g. Pupil Support Assistants)</li> <li>• General Teaching Council registration</li> <li>• Anti-Fraud and bribery Strategy</li> </ul>	3	
	2.3 Develop and maintain an effective standards committee (or ensure that the function is undertaken by an appropriate equivalent)	<ul style="list-style-type: none"> <li>• Not applicable in Scotland, refer to Standards Commission with local involvement as appropriate</li> </ul>	N/A	
	2.4 Use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority	<ul style="list-style-type: none"> <li>• <u>Corporate Statement – Your Council, Your Future</u></li> <li>• Outcome Delivery Plan (ODP)</li> <li>• Organisational Development Plan</li> <li>• Public Service Excellence Principles</li> </ul>	3	
	2.5 In pursuing the vision of a partnership, agree a set of values against which decisions making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively	<ul style="list-style-type: none"> <li>• Scheme of establishment for CHCP</li> <li>• Six monthly Performance &amp; Accountability reviews with partners.</li> </ul>	3	

<b>Principle 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk</b>				
<b>Supporting Principle</b>	<b>Requirement</b>	<b>Evidence</b> (n.b. additions for 2014/15 are underlined)	<b>Evaluation of Requirement Against Code</b> (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	<b>Further Action Required</b>
1. Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny	1.1 Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority's performance overall and that of any organisation for which it is responsible	<ul style="list-style-type: none"> <li>• Scheme of Administration sets out role of Audit and Scrutiny Committee</li> <li>• Record of Audit and Scrutiny Committee meetings</li> <li>• Call-in procedure for review of Cabinet decisions</li> <li>• <u>Assurance and Improvement Plan 2014-17</u></li> </ul>	3	
	1.2 Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based	<ul style="list-style-type: none"> <li>• Scheme of Administration</li> <li>• Scheme of Delegated Functions</li> <li>• Council Minutes</li> <li>• Committee reports</li> <li>• Risk management strategy</li> <li>• Strategic risk register/ operational risk registers</li> <li>• Corporate reporting format guidance</li> </ul>	3	
	1.3 Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice	<ul style="list-style-type: none"> <li>• Revised financial regulations and petty cash procedures</li> <li>• Scheme of Administration</li> <li>• Code of conduct for employees</li> <li>• Code of Conduct for Elected Members</li> <li>• Recruitment and Selection Code of Practice</li> <li>• Register of Members' and Employees' interests</li> <li>• <u>Anti-fraud &amp; bribery strategy</u></li> </ul>	3	
	1.4 Develop and maintain an effective audit committee (or equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee	<ul style="list-style-type: none"> <li>• Audit and Scrutiny Committee chaired by opposition group on Council</li> <li>• Members of Audit and Scrutiny Committee review external/ internal audit reports</li> <li>• Remit and functions defined in Scheme of Administration</li> </ul>	4 – based on external auditors' judgement of Audit and Scrutiny Committee as referred to in Audit Scotland AIP Update	

<b>Principle 4: continued</b>				
<b>Taking informed and transparent decisions which are subject to effective scrutiny and managing risk</b>				
<b>Supporting Principle</b>	<b>Requirement</b>	<b>Evidence</b> (n.b. additions for 2014/15 are underlined)	<b>Evaluation of Requirement Against Code</b> (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	<b>Further Action Required</b>
	1.5 Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints.	<ul style="list-style-type: none"> <li>• New Complaints handling procedure</li> <li>• Complaints hub on intranet – procedures, guidance, links to SPSO training</li> <li>• Significant changes to Lagan (CRM system) for complaints monitoring and reporting purposes</li> </ul>	3	Develop use of data on complaints and ensure this is embedded into performance management arrangements to assist departments in service improvement. Policy Unit March 2015
2. Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/ needs	2.1 Ensure that those making decisions whether for the authority or the partnership, are provided with information that is fit for purpose - relevant, timely and gives clear explanations of technical issues and their implications	<ul style="list-style-type: none"> <li>• Early issue of Cabinet papers</li> <li>• Early issue of CHCP Committee papers</li> <li>• Budget Strategy Group</li> <li>• Capital Project Appraisal (CPA) process</li> <li>• Corporate reporting format guidance</li> <li>• Calendar of meetings published annually</li> <li>• Revised socio-economic profiles</li> </ul>	3	
	2.2 Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately	<ul style="list-style-type: none"> <li>• Council minutes</li> <li>• Council reports</li> <li>• Corporate reporting format guidance</li> <li>• <u>Business cases</u></li> </ul>	3	
3. Ensuring that an effective risk management system is in place	3.1 Ensure that risk management is embedded in the culture of the authority with members and managers at all levels recognising that risk management is part of their jobs	<ul style="list-style-type: none"> <li>• Risk management strategy</li> <li>• Strategic risk register</li> <li>• Operational risk registers for each service</li> <li>• Corporate risk management group</li> <li>• Calendar of risk management training</li> <li>• Audit and Scrutiny Committee role in relation to risk</li> <li>• Contract Standing Orders</li> <li>• Audit and Scrutiny Committee annual statement on Adequacy of Internal Controls</li> <li>• Annual Statement of Corporate Governance (in Annual accounts)</li> <li>• Periodic internal audit of operational risk registers</li> <li>• Forms part of certain job descriptions</li> </ul>	3	

<b>Principle 4: continued</b>				
<b>Taking informed and transparent decisions which are subject to effective scrutiny and managing risk</b>				
<b>Supporting Principle</b>	<b>Requirement</b>	<b>Evidence</b> (n.b. additions for 2014/15 are underlined)	<b>Evaluation of Requirement Against Code</b> (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	<b>Further Action Required</b>
	3.2 Ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the authority have access.	<ul style="list-style-type: none"> <li>Code of Conduct for Employees contains a confidential reporting policy</li> <li>Anti-fraud and bribery strategy</li> <li>Information promoting whistle- blowing arrangements including, <u>fraud reporting cards</u>, payslip information and internet/intranet form.</li> <li>Covered at induction for new staff</li> </ul>	3	
4. Using their legal powers to the full benefit of the citizens and communities in their areas	4.1 Actively recognise the limits of lawful activity placed on them by, e.g., the <i>ultra vires</i> doctrine but also strive to utilise powers to the full benefit of their communities	<ul style="list-style-type: none"> <li>Adherence to the Local Government in Scotland Act 2003, particularly Power to Advance Wellbeing (e.g. PPP/PFIs)</li> <li>Other statutory provision (e.g. planning legislation, placing requests, freedom of information and data protection requirements)</li> <li>Role of Monitoring Officer</li> </ul>	3	
	4.2 Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law.	<ul style="list-style-type: none"> <li>Member Development Programme</li> <li>Corporate training and guidance notes on FOI, Regulation of Investigatory Powers and Data Protection</li> <li>Data Loss Prevention programme</li> <li>Data Protection (e-courses)</li> <li>Bespoke training on range of legal issues</li> <li>Equality Impact Assessment requirements</li> <li>Prior consideration of 'blue paper' committee reports by Chief Solicitor.</li> </ul>	3	
	4.3 Observe all specific legislative requirements placed upon them as well as requirements of general law, in particular to integrate principles of good administrative law - rationality, legality and natural justice into their procedures & decision-making processes.	<ul style="list-style-type: none"> <li>Report preparation includes 'blue paper' stage for review by Corp. Mgt Team.</li> <li>Role of Monitoring Officer</li> <li>Chief Social Work Officer has final decision on a range of social work matters (e.g. : Adoption, secure accommodation for children, emergency movement of accommodated children, probation/ community service orders and adults with incapacity)</li> </ul>	3	



**Principle 5:  
Developing the capacity and capabilities of members and officers to be effective**

Supporting Principle	Requirement	Evidence (n.b. additions for 2014/15 are underlined)	Evaluation of Requirement Against Code (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	Further Action Required
1. Making sure that members and officers have the skills, knowledge, experience and resources they need to perform their roles well	1.1 Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis	<ul style="list-style-type: none"> <li>• Induction programmes for Officers and Members</li> <li>• CHCP joint (health and social work) induction programme</li> <li>• Elected Member Training</li> <li>• Performance Review and Development (PRD) for employees</li> <li>• Annual corporate training calendar</li> <li>• Brightwave e-learning system</li> <li>• E-learning corporate induction course</li> <li>• <u>Corporate Personnel Circulars (CPCs)</u></li> </ul>	3	Review of the distribution of Corporate Personnel Circulars and increase accessibility. Human Resources by December 2014
	1.2 Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the authority	<ul style="list-style-type: none"> <li>• Job descriptions/person specifications</li> <li>• 6-monthly performance review meetings with the Chief Executive</li> <li>• Scheme of delegated functions</li> <li>• Performance Review and Development (PRD) for employees</li> <li>• Internal communications policy</li> </ul>	3	
2. Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group	2.1 Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively	<ul style="list-style-type: none"> <li>• Elected Member Training</li> <li>• Performance Review and Development (PRD) for employees</li> <li>• 6-monthly performance review meetings between Chief Executive, Directors and their Heads of Service</li> </ul>	3	Implement online PRD system across all departments by March 2015. Human Resources

<b>Principle 5: continued</b> <b>Developing the capacity and capabilities of members and officers to be effective</b>				
<b>Supporting Principle</b>	<b>Requirement</b>	<b>Evidence</b> (n.b. additions for 2014/15 are underlined)	<b>Evaluation of Requirement Against Code</b> (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	<b>Further Action Required</b>
	2.2 Develop skills on a continuing basis to improve performance including the ability to scrutinise and challenge and to recognise when outside expert advice is needed	<ul style="list-style-type: none"> <li>• Elected Member Training</li> <li>• Performance Review and Development (PRD) for employees</li> <li>• 6-monthly performance review meetings between Chief Executive, Directors and their Heads of Service</li> <li>• Brightwave e-learning packages</li> <li>• Workforce Plan</li> <li>• CHCP Practice Learning and Senior Practitioners' Forums</li> <li>• Social Worker/Occupational Therapists Forums</li> </ul>	3	
	2.3 Ensure that effective arrangements are in place for reviewing the performance of the executive as a whole and of individual members and agreeing an action plan which might for example aim to address any training needs	<ul style="list-style-type: none"> <li>• Elected Member Training</li> <li>• Audit and Scrutiny Committee</li> <li>• Inspection regimes (e.g. Care Inspectorate, Education Scotland, Audit Scotland)</li> </ul>	3	
3. Encouraging new talent for membership of the authority so that best use can be made of individual skills and resources in balancing continuity and renewal	3.1 Ensure that effective arrangements are in place, designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority	<ul style="list-style-type: none"> <li>• Council support to Area forums, Community Councils, Tenants and Residents' Groups, Access Panel, Neilston Development Trust, Neilston Town Team and Ethnic Minority Reference Group etc.</li> <li>• CHCP Public Partnership Forum</li> <li>• Complaints Handling Procedure</li> </ul>	3	<i>In progress</i> Complete Phase 2 of area forums review as part of wider review of community engagement. Community Planning Team, April 2015.
	3.2 Ensure that career structures are in place for members and officers to encourage participation and development	<ul style="list-style-type: none"> <li>• Elected Member Training</li> <li>• Performance Review and Development (PRD) for employees</li> <li>• Workforce Plan</li> </ul>	3	

**Principle 6:  
Engaging with local people and other stakeholders to ensure robust public accountability**

Supporting Principle	Requirement	Evidence (n.b. additions for 2014/15 are underlined)	Evaluation of Requirement Against Code (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	Further Action Required
1. Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders including partnerships, and develops constructive accountability relationship	1.1 Make clear to themselves, all staff and the community to whom they are accountable and for what	<ul style="list-style-type: none"> <li>• Single Outcome Agreement</li> <li>• <u>Corporate Statement – Your Council, Your Future</u></li> <li>• Outcome Delivery Plan</li> <li>• Service standards</li> <li>• Code of Conduct for Employees</li> </ul>	3	
	1.2 Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and changes required	<ul style="list-style-type: none"> <li>• CHCP Organisational Performance review arrangements</li> <li>• National reporting requirements to Scottish Government/Audit Scotland</li> </ul>	3	
	1.3 Produce an annual report on the activity of the scrutiny function	<ul style="list-style-type: none"> <li>• Internal Audit annual report</li> <li>• <u>Assurance &amp; Improvement Plan 2014-17</u></li> <li>• Annual Report &amp; Accounts (summary of accounts leaflet)</li> <li>• Annual Performance Overview Report</li> <li>• 6-monthly performance management reports</li> </ul>	3	
2. Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning	2.1 Ensure clear channels of communication are in place with all sections of the community and other stakeholders and put in place monitoring arrangements to ensure that they operate effectively	<ul style="list-style-type: none"> <li>• Community Engagement Framework</li> <li>• <u>Citizen Space community engagement tool</u></li> <li>• Public relations activity (inc. press releases; er magazine website, etc)</li> <li>• Use of two way digital communications e.g. Facebook, Twitter as communication channels.</li> <li>• Council website</li> <li>• Support and on going communication with groups listed above (at principle 5, (3.1))</li> <li>• New complaints handling procedure</li> <li>• Citizens’ Panel feedback</li> <li>• Service-level communications and customer surveys</li> <li>• CHCP Public Partnership Forum</li> </ul>	3	

<b>Principle 6: continued</b>				
<b>Engaging with local people and other stakeholders to ensure robust public accountability</b>				
<b>Supporting Principle</b>	<b>Requirement</b>	<b>Evidence</b> (n.b. additions for 2014/15 are underlined)	<b>Evaluation of Requirement Against Code</b> (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	<b>Further Action Required</b>
	2.2 Hold meetings in public unless there are good reasons for confidentiality	<ul style="list-style-type: none"> <li>• Council Standing Orders ensure all meetings of Council, Cabinet and Committees are open to the public unless there are specific exempted items where there are overriding issues of confidentiality</li> </ul>	3	
	2.3 Ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands	<ul style="list-style-type: none"> <li>• Community Engagement Framework</li> <li>• <u>Citizen Space community engagement tool</u></li> <li>• New complaints handling procedure</li> <li>• Citizens' Panel</li> <li>• Service-level communications and surveys</li> <li>• CHCP Public Partnership Forum</li> <li>• Support and on going communication with groups listed above (at principle 5, (3.1))</li> </ul>	3	
	2.4 Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about, including a feedback mechanism for those consultees to demonstrate what has changed as a result	<ul style="list-style-type: none"> <li>• Community Engagement Framework</li> <li>• Citizens' Panel newsletter</li> <li>• Feedback on SOA priorities/ Budget consultation</li> <li>• Articles in Council's <i>er</i> magazine</li> </ul>	3	

<b>Principle 6: continued</b> <b>Engaging with local people and other stakeholders to ensure robust public accountability</b>				
<b>Supporting Principle</b>	<b>Requirement</b>	<b>Evidence</b> (n.b. additions for 2014/15 are underlined)	<b>Evaluation of Requirement Against Code</b> (1 – not; 2 – partial; 3 – fully; 4 – exceeds)	<b>Further Action Required</b>
	2.5 On an annual basis, publish a performance plan, giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes and achievements and satisfaction of service users in the previous period	<ul style="list-style-type: none"> <li>• Annual Performance Overview Report</li> <li>• <u>Council website performance pages improved</u></li> <li>• 6-monthly performance reports to Cabinet</li> <li>• Annual efficiency statement</li> <li>• Annual report and accounts</li> <li>• <u>Summary of accounts leaflet</u></li> <li>• <u>Key financial facts and figures leaflet</u></li> <li>• Strategic Performance report</li> <li>• Outcome Delivery Plan updated annually</li> <li>• Citizens' Panel results and newsletter</li> <li>• Articles in Council's <i>er</i> magazine</li> <li>• <u>Planning for the future report (key demographic trends)</u></li> </ul>	3	
	2.6 Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality in those circumstances where it is proper and appropriate to do so	<ul style="list-style-type: none"> <li>• Requests under Freedom of Information (Fol)</li> <li>• Publication Scheme</li> <li>• Fol annual report</li> <li>• <u>Corporate Statement – Your Council, Your Future</u></li> </ul>	3	
3. Making best use of human resources by taking an active and planned approach to meet responsibility to staff	3.1 Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making	<ul style="list-style-type: none"> <li>• Joint Consultative Committees at 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> tier levels</li> <li>• CHCP Staff Partnership Forum</li> <li>• <u>Employee survey results</u></li> </ul>	3	

END

Code of Corporate Governance  
Listing of documents/evidence by principle 2014/15

**CIPFA/SOLACE Principles of Good Governance**

1. Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.
2. Members and officers working together to achieve a common purpose with clearly defined functions and roles.
3. Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.
5. Developing the capacity and capability of members and officers to be effective.
6. Engaging with local people and other stakeholders to ensure robust public accountability.

	<b>Principle</b>						<b>Contact Officer</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	
Access Panel						✓	Kofi Tordzro
Annual Efficiency Statement	✓					✓	Louise Pringle / Laura Glassford
Annual Performance Overview Report	✓					✓	Kim Gear
Annual Report and Accounts	✓	✓				✓	Margaret McCrossan
Anti-fraud and Bribery Strategy			✓	✓			Jackie Martin
Appeals Committee		✓					Various
Area Forums					✓	✓	Tracy Butler
Assurance & Improvement Plan update 2014-17	✓	✓		✓		✓	Louise Pringle
Audit and Scrutiny Committee (agendas, records of meetings)	✓			✓	✓		Linda Hutchison
Brightwave e-learning system/packages					✓		Pauline Cameron
Budgetary Monitoring Reports	✓	✓					Margaret McCrossan
Budget Strategy Group	✓			✓			Margaret McCrossan
Cabinet work plan		✓					Jennifer/Ron Leitch
Calendar of meetings				✓			Eamonn Daly
Calendar of risk management training				✓			Jackie Martin
Call-in procedure for review of Cabinet decisions				✓			Eamonn Daly
Capital Project Appraisal (CPA) process				✓			Margaret McCrossan
CHCP Care Governance Annual Report	✓						Candy Millard
CHCP Development Plan	✓						Candy Millard
CHCP joint induction programme					✓		Candy Millard
CHCP Organisational Performance Review	✓	✓					Candy Millard
CHCP Practice Learning Forum					✓		Candy Millard
CHCP Public Partnership Forum					✓	✓	Candy Millard
CHCP Scheme of Establishment		✓	✓				Julie Murray
CHCP Senior Practitioners' Forum					✓		Candy Millard
CHCP Staff Partnership Forum						✓	Candy Millard
CIPFA Suite of Financial Indicators for Directors of Finance	✓						Margaret McCrossan
Chief Executive's Blog	✓		✓				Louisa Mahon
Chief Executive's Job Description		✓					Lorraine McMillan
Citizens' Panel Surveys		✓		✓		✓	Leanne Dunlop
Code of Conduct for Elected Members		✓	✓	✓			Gerry Mahon
Citizen Space	✓	✓			✓		Jamie Reid
Code of Conduct for Employees		✓	✓	✓			Sharon Beattie
Code of Corporate Governance Update 2014-15	✓						Kim Gear
Committee reports (inc. blue papers)				✓			Eamonn Daly
Community Councils					✓	✓	Tracy Butler
Community Engagement Framework						✓	Tracy Butler
Community Forums (e.g. Faith Forum)					✓		Various
Community Planning Partnership Board meetings	✓	✓					Tracy Butler
Complaints Handling Procedures	✓	✓		✓	✓	✓	Linda Wilson

	Principle						Contact Officer
	1	2	3	4	5	6	
Corporate Personnel Circulars			✓	✓			Sharon Beattie
Contract Standing Orders	✓		✓	✓			Gerry Mahon
Corporate Procurement Strategy	✓						Gerry Mahon
Corporate reporting format guidance				✓			Eamonn Daly
Corporate Risk Management Group				✓			Jackie Martin
Corporate Statement – Your Council, Your Future		✓	✓			✓	Leanne Dunlop
Corporate Training Calendar					✓		Pauline Cameron
Corporate training/guidance notes on FOI, Regulation of Investigatory Powers and Data Protection				✓			Gerry Mahon
Council Minutes			✓	✓			Eamonn Daly
Council's er magazine for residents	✓	✓					Louisa Mahon
Council website						✓	Joanne Quinn
Council-wide performance presentation - Cabinet	✓						Louise Pringle
Customer measures in performance management framework	✓						Morag Brown
Data loss Prevention programme				✓			Patrick Murray
Department mid & end year performance reports	✓						Kim Gear
Department Plans		✓					All departments
Efficiency measures in performance management framework	✓						Morag Brown
E-learning corporate induction course					✓		Pauline Cameron
Employee Pay & Grading Scheme		✓					Sharon Beattie
Employee Survey		✓				✓	Leanne Dunlop
Equality Impact Assessment Online Toolkit (EIA)	✓						Kofi Tordzro
EIA of budget consultation proposals	✓						Tracy Butler
External audits and inspections (e.g. Education Scotland)	✓				✓		Various
Facebook, Twitter as communication channels						✓	Joanne Quinn
Faith Forum						✓	Kofi Tordzro
Feedback SOA priorities/ budget consultation						✓	Tracy Butler
FoI annual report						✓	Craig Geddes
Financial Policy	✓						Margaret McCrossan
Financial Regulations	✓	✓		✓			Margaret McCrossan
General Teaching Council registration			✓				John Fitzpatrick
How Good is Our Service? (HGIOS)	✓						Dominique Carlisle-Kitz
Induction programmes for Officers and Members					✓		Sharon Beattie
Information & Consultation Sessions		✓					Tracy Butler
Information campaign to promote whistle-blowing arrangements				✓			Jackie Martin
Internal Audit Annual Plan & quarterly reports	✓	✓				✓	Michelle Blair
Periodic Internal audit of complaints monitoring	✓						Michelle Blair
Periodic Internal audit of operational risk registers				✓			Michelle Blair
Internal Communications Policy					✓		Elaine Dyer
Job descriptions					✓		Sharon Beattie
Job Descriptions for Elected Members		✓					Eamonn Daly
Job Evaluation Scheme		✓					Sharon Beattie
Joint Consultative Committees (JCCs)						✓	Sharon Beattie
Lagan CRM system	✓			✓			Linda Wilson
Members' Induction			✓				Various
Minutes of meetings			✓	✓			Eamonn Daly
Monitoring of procurement	✓						Gerry Mahon
National (SOLACE) benchmarking report	✓						Leanne Dunlop
National reporting requirements to Scottish Government / Audit Scotland						✓	All departments
Operational Risk Registers (Departmental)				✓			Jackie Martin
Organisational Development Plan			✓				Lorraine McMillan

	Principle						Contact Officer
	1	2	3	4	5	6	
Outcome Delivery Plan (ODP)	✓	✓	✓			✓	Kim Gear
Performance & Accountability Review (PAR) meetings with partners		✓					Tracy Butler
Performance Management Guide		✓					Kim Gear
Performance Management Framework	✓	✓					Morag Brown
Performance Review and Development (PRD)		✓			✓		Pauline Cameron
Performance review meetings between Chief Executive & Directors		✓			✓	✓	Lorraine McMillan
Person specifications					✓		Sharon Beattie
Police and Fire Quarterly Cabinet meetings		✓					Jim Sneddon
Planning for the future report (key demographic trends)		✓				✓	Jackie Martin
Planning Scheme of Delegation		✓					Gillian McCarney
Probity Register			✓				Jackie Martin
Protocol for Working Within Multi-Member Wards		✓					Eamonn Daly
Publication Scheme						✓	Craig Geddes
Public Relations						✓	Louisa Mahon
Public Service Excellence Principles			✓				Richard Morrison
Recruitment and Selection Code of Practice				✓			Sharon Beattie
Register of Members' & Employees' Interests			✓	✓			Gerry Mahon
Risk Management Strategy				✓			Jackie Martin
Scheme of Administration		✓		✓			Eamonn Daly
Scheme of Delegated Functions		✓		✓	✓		Eamonn Daly
Scheme of Members' Salaries & Expenses		✓					David Miller
Scottish Social Services Council registration			✓				Kate Rocks
Service Standards	✓					✓	Leanne Dunlop
Single Outcome Agreement	✓	✓				✓	Tracy Butler
Social Media Policy			✓				Louisa Mahon
Social Worker / Occupational Therapist Forum					✓		Kate Rocks
Socio-economic profiles				✓			Jamie Reid
Solicitor to the Council's Note on Distribution and Circulation of Papers		✓					Gerry Mahon
Strategic Council and CPP Performance Report	✓					✓	Kim Gear
Strategic Risk Register				✓			Jackie Martin
Strategy Guidance		✓		✓			Morag Brown
Summary of accounts leaflet and key financial facts and figures leaflet		✓					Jackie Martin
Workforce Plan					✓		Sharon Beattie

END