Aberdeenshire

C O U N C I L

Business Services

REPORT TO AUDIT COMMITTEE – 24 MAY 2018

CODE OF CORPORATE GOVERNANCE

1   Recommendations

         The Committee is recommended to:

1.1   Adopt the revised Code of Corporate Governance at Appendix 1; and

1.2   Note that the self-evaluation report will be reviewed on an annual basis.

2   Background / Discussion

2.1   Aberdeenshire Council has adopted a Code of Corporate Governance based on the Chartered Institute of Public Finance and Accountancy (CIPFA) and Society of Local Authority Chief Executives (SOLACE) publication *Delivering Good Governance in Local Government,* first published in 2007 and revised in 2016. This builds on *The Good Governance for Public Services* issued by the Independent Commission of Good Governance in Public Services. The Council's Code adheres to the core principles of good practice contained in the CIPFA/SOLACE guidance and includes a mechanism for its governance arrangements to be tested through the "How Good is Our Council" framework.

2.2   The Council's Code of Corporate Governance was last reviewed and approved by Council in September, 2015. External Audit have since recommended that the Code be updated to reflect the revised *Delivering Good Governance in Local Government* publication and an annual self-evaluation be undertaken to demonstrate compliance as part of the assurance process for the Annual Governance Statement.

2.3   A revised version of the Code forms Appendix 1 to this report. The updated version builds on internal governance work, revised guidance from CIPFA/SOLACE and benchmarking with other authorities. It has been compared against the principles set out in the revised *Delivering Good Governance in Local Government* publication (2016).

2.4   At the core of the Code are the following six principles:

         (i)   Focusing on the purpose of the authority and on outcomes for the community, and creating and implementing a vision for the local area.

         (ii)   Members and officers working together to achieve a common purpose with clearly defined functions and roles.

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

(iv)   Taking informed and transparent decisions, which are subject to effective scrutiny and managing risk.

(v)   Developing the capacity and capabilities of members and officers to be effective.

(vi)   Engaging with local people and other stakeholders to ensure robust public accountability.

2.6   The self-evaluation report has been undertaken and is now incorporated within the document, giving context to the principles and themes set out in the Code itself. It splits the core principles into themes against which the Council's compliance can be evidenced. This allows for a robust self-assessment and evaluation to be carried out by linking the governance arrangements to the performance and outcomes of the Council. The self-evaluation forms part of the assurance process for the Annual Governance Statement, which is revised annually upon the completion of the audit of the Council's accounts.

2.7   The self-evaluation process has been undertaken by officers on this occasion, with feedback from relevant services due to the time constraints in ensuring it can be completed prior to consideration of the Annual Accounts, However, it is intended that a process will be established for the next review, with elected member involvement through a member/ officer sub-group. The process will be commenced in time to allow for thorough discussion and engagement on the Council's compliance with the core principles.

2.7   The Head of Finance and Monitoring Officer have been consulted in the preparation of this report and have no comments to make.

3   Scheme of Governance

3.1   The Committee is able to consider and take a decision on this item in terms of Section G.1.2 of the List of Committee Powers in Part 2A of the Scheme of Governance, as it relates to the review of policies and practices employed to ensure compliance with relevant statutes, directions, guidance and policies. Whilst the previous versions of the Code were approved by Full Council, the changes introduced by the new Scheme of Governance in January, 2017, mean that approval of the Code now falls within the remit of the Audit Committee.

4   Implications and Risk

4.1   An equality impact assessment is not required because the report seeks the adoption of the revised Code of Corporate Governance and does not have a differential impact on any of the protected characteristics.

4.2   There are no staffing and financial implications associated with this report. The annual review of the self-evaluation can be met within existing staffing resources.

4.3   The following Risks have been identified as relevant to this matter on a Corporate Level:
ACORP009 – Operational Risk Management – if the Code is not updated in accordance with the new CIPFA/SOLACE guidance it may not be fit for

purpose and may not offer the robust assessment required to give the necessary assurance that the Council is complying with the core principles.

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Date 30 April, 2018

Aberdeenshire Council Code of Corporate Governance

1. Introduction and Background

Aberdeenshire Council has adopted a Code of Corporate Governance based on the Chartered Institute of Public Finance and Accountancy (CIPFA) and Society of Local Authority Chief Executives (SOLACE) publication *Delivering Good Governance in Local Government.* This builds on *The Good Governance for Public Services* issued by the Independent Commission of Good Governance in Public Services.

In the context of Local Government, CIPFA proposes this definition of corporate governance:

"Corporate governance is the system by which local authorities direct and control this functions and relate to their communities."

2. The Fundamental Principles of Corporate Governance

Aberdeenshire Council abides by the seven general principles of conduct as underpinned in the 1994 Nolan Committee report of Standards in Public Life.:

- Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

- Ensuring openness and comprehensive stakeholder engagement

- Defining outcomes in terms of sustainable economic, social, and environmental benefits

- Determining the interventions necessary to optimise the achievement of the intended outcomes

- Developing the Council's capacity, including the capability of its leadership and the individuals within it

- Managing risk and performance through robust internal control and strong public financial management

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

The (then) Scottish Executive also identified nine key principles underpinning public life in Scotland, which incorporate the seven Nolan principles and introduce two further principles:

- **Public Service** – the duty to act in the interests of the local authority to act in accordance with the core tasks of the local authority.
- **Respect** – for fellow members and employees of the local authority and the role they play, treating them with courtesy at all times.

Aberdeenshire Council abides by the six core principles taken from The Good Governance Standard for Public Services developed by the Independent Commission on Good Governance in Public Services in 2004, with support from the Office for Public Management (OPM) and CIFPA, which are:

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

(ii) **Members and officers working together to achieve a common purpose with clearly defined functions and roles.**

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

(iv) **Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.**

(v) **Developing the capacity and capabilities of members and officers to be effective.**

(vi) **Engaging with local people and other stakeholders to ensure robust public accountability.**

The six core principles developed by the Independent Commission on Good Governance on Public Services were adapted for local government purpose in the CIPFA/SOLACE document *Delivering Good Governance in Local Government,* and they interpret principles of good governance into a local authority context.

3. How Aberdeenshire ensures, and is seen to ensure, proper governance of its affairs

The Council Publishes an Annual Governance Statement [link to be inserted], which is revised annually upon the completion of the audit of the Council's accounts.

In addition, the Council produces a summary self-evaluation report on an annual basis. 'How Good Is Our Council?' has been adopted as the Council's approach to self-assessment and evaluation and promoting performance improvement. It provides us with a framework with which the Council is able to evidence outcomes and impact, identifying strengths and opportunities for development, which in turn enables learning and improvement to take place.

The self-evaluation also supports the Council to demonstrate compliance with the Code of Corporate Governance by evidencing application of the six core principles, outlined above.

Code of Corporate Governance Self-Assessment

Principle 1 (Code of Corporate Governance):
Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area

Themes:
Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcomes for citizens and service users
Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning
Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money.

What do we currently do? …taking stock	How good are we? …evaluation	How do we know? …evidence	What do we want to do now? …improvement planning
Theme 1 Develop and Promote the council's purpose and vision Review on a regular basis the local authority's vision for local area and implications for governance Ensure that Partnerships are underpinned by a common vision of their work that is understood and agreed by all partners Publish an annual report on a timely basis to communicate the authority's activities	**GOOD**	The council has had a vision for several years that is well understood and visible across a range of platforms accessed by both residents and staff regularly. In 2014 a vision for Aberdeenshire to 2050 was developed that further articulates the council and partnership visions The Council Plan 2017-2022 was approved by full council in November 2017. This was developed through extensive engagement, political direction and a comprehensive strategic assessment. The Community Planning Partnership Board agreed the Aberdeenshire Local outcomes Improvement Plan 2017-2027 in September 2017. The three priorities within the LOIP were developed through the partnership and focus on	**Continue to Implement Community Empowerment Act (led by PP&I)** **Investigate how other councils do their corporate governance assessment** **Ensure Statement of Accounts refers to new Scheme of Governance** **Review Partnership Policy (led by PP&I) by October 2018**

and achievements, its financial position and performance	the issues that impact significantly on all partners and communities that can only be improved through partnership working and community participation.	
	Each service currently has a Service Plan that shows how the service will deliver on the priority projects confirmed by full council in 2015. These will be superseded by Priority Delivery Plans supporting the Council Plan 2017-2022 in May 2018.	
	A corporate Communication Strategy is in place which was endorsed by all area committees and approved by Policy & Resources Committee in 2016.	
	Each area has a Local community plans 2016-2019 which was developed through partnership and community engagement and seeks to deliver on the overarching CPP vision	
	The role of Community Councils as local statutory representation is recognised and a refreshed Scheme of Establishment has been put place from 1 April 2018	
	There is Partnership & Joint Working policy however it is not as embedded as it should be and under review. A recent Internal Audit confirmed the need to review and embed the policy	
	The Annual Statement of Accounts includes Governance Statement and highlights improvement actions	
	A public performance report is published annually supplemented by a range of regular performance reporting by services. A performance reporting calendar confirmed what and when performance is reported. Every September full council consider a range of performance information (annual report, annual audit report, etc) to help members judge whether the council is meeting the Council Plan.	

Theme 2	GOOD	Scheme of Governance under review - due to be completed September 2018
Decide how the quality of service for users is to be measured and make sure that the information needed to review quality is effectively and regularly available Put in place effective arrangements to identify and deal with service delivery	A public performance report is published annually supplemented by a range of regular performance reporting by services. A performance reporting calendar confirmed what and when performance is reported. Every September full council consider a range of performance information (annual report, annual audit report, etc) to help members judge whether the council is meeting the Council Plan. Policy and Area Committees considered a range of performance information regularly. Key performance indicators have targets set and many services have service standards in place which help users understand what they should expect from the council. A Participation Request Process is in place which allows community bodies to request active involvement in an improvement process. An annual report on participation requests is published in June. Every month an independent research company contacts residents to seek views on a range of corporate and service satisfaction measures. Comments made by residents are shared with services. An Annual Complaints performance report is published. The feedback team also provide feedback to services on complaints to support process improvement. Examples of how feedback is used to improve service delivery is included in the annual report. Services use external scrutiny bodies to confirm the quality of service delivery in areas such as social care, education and community learning and housing. Action plans are developed to support improvement activity. Corporately the Local Scrutiny Plan, Annual Audit Report and national performance audits are considered by Elected Members and Chief Officers. The council uses a self-assessment and evaluation framework 'How Good Is Our Council'. The evaluation	

		report is considered by SLT. There is a corporate assessment annually. Part 4 of the Scheme of Governance confirms a scrutiny process for policy and area committees. Several stage 1 scrutiny exercises have been undertaken. An outcome of a scrutiny exercise can be the review of a policy to ensure it is directing service delivery appropriately although this has not arisen in the first year of the process. This approach allows Elected Members to influence/ determine change through Policy Development & Review framework, also Part 4 of the Scheme of Governance	**Financial Regulations under review as part of Scheme of Governance Review**
Theme 3 Value for Money is measured	**Good**	The Scheme of Governance provides a framework for officers to seek Best Value when procuring goods/services and spending money through the financial regulations (Part 3) and procurement guidance. There has been officer guidance however financial training is not routinely provided to officers. Residents are asked if there are satisfied that the council provides value for money and routinely over 90% of residents agree. The council has adopted the Following the Public Pound code of practice – agreed at Policy & Resource Committee Any proposed spend over £10k is subject to a business case and Chief Officer approval and any proposed spend over £50k is included on a work plan considered by the relevant policy committee. Members have the ability to further scrutinise any line on the work plan and automatically have proactive involvement in any proposed spend of £1million or more.	

Principle 2:

Members and officers working together to achieve a common purpose with clearly defined functions and roles

Themes:

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 * *In our council we have a committee structure and this is where decisions are made, not by individual members*

Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of authority members and officers are carried out to a high standard

Ensuring relationships between the authority and the public are clear so that each knows what to expect of the other.

What do we currently do? ...taking stock	How good are we? ...evaluation	How do we know? ...evidence	What do we want to do now? ...improvement planning
Theme 1 Set out a clear statement of the respective roles and responsibilities of members generally and of senior officers	**VERY GOOD**	There is a Councillors Code of Conduct and training on Code is delivered to Members – positive feedback received The council has its own guide for Members and this is easily accessible to Members at any time. Revised Scheme of Governance Part 2A and Part 2B – very clearly states what Members do and what Officers do There are clear job descriptions for all senior officers including the Chief Executive	**Deliver CPD programme for Members over next year**
Theme 2 Ensure there is a scheme of delegation and reserve 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. The Chief Executive is responsible and accountable to the authority for all aspects of operational management	**VERY GOOD**	A refreshed Scheme of Governance was implemented in January 2017 which explicitly states the delegations, powers etc. This is accessible online and training was undertaken with officers and members There is dedicated governance team in Legal & Governance providing advice and support. Every services has a number of Governance Champions who meet with the Legal Governance team regularly to develop their understanding share experience. All committee reports must evidence which Part of Scheme of Governance enables decision	**Scheme of Governance Review to be completed September 2018** **Complete review of Partnership & Joint Working Policy by October 2018**

Protocols exist 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	The Chief Executive now has specifically defined delegations within section C of Part 2B of Scheme of Governance
	The Chief Executive has defined job profile
	There is a Chief Officer Appraisal scheme and all Cos have an annual appraisal.
A senior officer (s.95) is 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	Perception is there are positive relations between senior elected leaders and senior officers. Regular meetings take place.
	There are clear definitions supporting the scheme of governance confirming the roles of members and officers and who is responsible for what – there is training material available for members and officers.
A senior Officer (Monitoring Officer) is responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with	The Section 95 Officer has a clearly defined role and responsibilities including preparation of the annual statement of accounts.
	The Head of Legal & Governance is the designated monitoring officer.
	Councillor Ward pages provide an efficient mechanism to communicate with Elected Members. There is both push and pull approaches through ward pages to enable Members to respond to consultations as well as review information bulletins etc.
	Remuneration information is published on website and through statement of accounts.
	There is a Partnership & Joint Working Policy however this is not fully embedded and is under review.
	Confident Governance support
Theme 3	**VERY GOOD** The national job evaluation scheme is adhered to. Salary information is published internally and externally The

Develop protocols to ensure effective communication between members and officers in their respective roles	council complies with the requirement to publish pay information such as the gender pay gap.	
Ensure that an established scheme for remuneration of members and officers and an effective structure for managing the process including an effective remuneration panel	A Performance management & reporting framework was approved by Policy & Resources Committee September 16.	
Ensure that effective mechanisms exist to monitor service delivery	A public performance report is published annually supplemented by a range of regular performance reporting by services. A performance reporting calendar confirmed what and when performance is reported. Every September full council consider a range of performance information (annual report, annual audit report, etc) to help members judge whether the council is meeting the Council Plan. Policy and Area Committees considered a range of performance information regularly.	
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, that they are clearly articulated and disseminated	Key performance indicators have targets set and many services have service standards in place which help users understand what they should expect from the council.	
When working in partnerships ensure that members are clear about their roles and responsibilities	The Council Plan 2017-2022 has been approved and supporting delivery plans are being approved April/May 2018. These will be monitored by Policy Committees on a six-monthly basis. in place	**Engagement Policy being developed – co-ordinated by Policy Performance and Improvement Team**
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 the extent of their authority to bind their organisation to partnership decisions	There is Consultation code of practice and database which reflects National Standards for Engagement however an Engagement Policy and updated supporting procedures and guidance is under development to better support officer inform, engage and involve communities appropriately.	**Review and implement Partnership & Joint Working Policy (led by PP&I) by October 2018**
	There is a Partnership & Joint Working Policy which includes reference to risk management however this is not fully embedded and is under review.	
	Statutory or mandated partnerships such as Community Planning Partnership, Community Justice Partnership, Getting It Right For Every Child have clear terms of reference and accountability structures	

Principle 3:

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

Themes:

Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance

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

What do we currently do? …taking stock	How good are we? …evaluation	How do we know? …evidence	What do we we want to do now? …improvement planning
Theme 1 Ensure that the Council's leadership sets a tone for the organisation by creating a climate of openness, support and respect Ensure that standards of conduct and personal behaviour expected of members and staff are defined and communicated through codes of conduct and protocols 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 are put in place appropriate processes to ensure they continue to operate in practice	**Very Good (members)** **Good (officers)**	Our Scheme of Governance defines the roles of members and officers, and sets out the conduct expected in the Standing Orders. Officers and members undertaking online training on matters such as respect, equality and diversity. We undertake training on the Councillors Code of Conduct for members on matters such as declaring interests. We regularly share briefings and advice notes from the Standards Commission with members and we prepare our own guidance on standards of conduct. Principles for standards for officers We have a Social Media policy in place. Our register of Members interests is published online and regularly updated. We have politically restricted posts where considered appropriate. We prepare pre-election guidance for officers and members and offered a dedicated webpage and email address for pre-election queries.	**Consider obligations under Incorporate Community Empowerment (Scotland) Act 2015 part 10** **Update Scheme of Governance to embed principles** **Consider development of guidance for those officers who are on external bodies**

Theme 2	VERY GOOD	Communication and embedding of Principles across the Council
Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations and communicating with members of staff	We provide training for Members on the Councillor Code of Conduct Professional roles will have values relating to the governing body Some Services and teams have values and principles across the Council	
Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards	Our Customer Services charter sets out the standards we expect staff to meet when dealing with our customers and the service our customers can expect as a result. We provide Corporate and Service Inductions as standard across the Council	
Use the organisations shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships	The Council's Leadership forum allows for sharing of ideas. Line managers hold regular 121s and team meetings with staff, identifying objectives and development that aligns with Council's values and sharing knowledge	
Sets of values against which decision making and actions can be judged	Our Corporate Communications – Aberdeenshire Update is issued to staff on a regular basis. In addition, each Directorate will issue newsletters cross-service. Our reports provide clarity on the decision making process, with reference to relevant policy, Scheme of governance, strategic plans (e.g. LDP)	

Principle 4:

Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

Themes:

Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny

Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs

Ensuring that an effective risk management system is in place

Using their legal powers to the full benefit of the citizens and communities in their area.

What do we currently do? ...taking stock	How good are we? ...evaluation	How do we know? ...evidence	What do we want to do now? ...improvement planning
Theme 1 Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority's performance overall Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based. Put in place arrangements to safeguard members and employees against conflict of interests and put in procedures Develop and maintain an effective audit committee Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints	**VERY GOOD**	We have delivered training to Members on decision making. The Annual Audit Report documents the audit work throughout the Council and identifies recommendations for improvement. On an annual basis a shared risk assessment is undertaken by the local area network of external scrutiny bodies such as Audit Scotland, Care Inspectorate, Education Scotland and Scottish Housing Regulator. A local scrutiny plan is developed which identifies any risk based scrutiny required on the council and also confirms any other planned scrutiny, national scrutiny and performance audits that the council may be involved in. As with previous years, the 18/19 Local Scrutiny Plan has no risk based scrutiny identified. Our Audit Committee is chaired by member of opposition with a clear remit and responsibilities explicitly stated in Scheme of Governance part 2A Part 2B of the Scheme of Governance clearly sets out the powers delegated to officers providing the framework within which they can carry out their duties. The Scheme of Governance delegates emergency powers to officers to enable urgent decision making with the requirement for a report to the relevant Committee thereafter, ensuring full transparency. All minutes and public committee reports are published online and available for inspection, including declaration of interests We are currently webcasting all Full Council meetings We have a clear complaints handling procedures in line with Scottish Public Service Ombudsman requirements	**Undertake refresher Member training on reasons for decision – facts, legal test, decision – particularly if against recommendations** **Rolling out webcasting of policy committees**

Theme 2 Ensure those making decisions are provided with information that is it for purpose, relevant, timely and gives clear explanations of technical issues and their implications 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	**VERY GOOD**	Our corporate report template specifically includes a statement identifying what allows decision to be taken and the relevant provision in the Scheme of Governance. The risk section included in the report template highlights any risks with reference to the Corporate and Directorate Risk Registers. Professional advice and support is available to both officers and Members through monitoring officers and dedicated governance team All reports are monitored by a solicitor within the Governance Team. We offer training for report authors and members.	**Introducing Combined Impact Assessment to support decision making**
Theme 3 Ensure that risk management is embedded into the culture of the authority with members and managers at all levels recognising that risk management is part of their jobs Ensure that arrangements are in place for whistle blowing	**VERY GOOD**	We have a Risk Management and Continuity Strategy in place and undertake Quarterly Risk Management Reviews Our Risk registers are regularly updated by officers and reported to Audit committee and linked to in all committee reports and our Risk Steering Group meets regularly. We have a Whistleblowing Policy in place for staff. The remit of the Audit Committee includes responsibility for risk assessment arrangements and procedures.	**Whistleblowing policy and procedure under review**
Theme 4 Actively recognise the limits of lawful activity placed on them e.g. ultra vires doctrine but also strive to utilise powers for the benefit of the community Recognising the limits of lawful action and observe requirements in statute	**VERY GOOD**	The Council's Scheme of Governance provides framework for lawful decision making The Council's Monitoring Officer and Monitoring Solicitors ensure lawful decision making through attendance at Committees and review of all reports. Our Confident Governance scheme ensures that due diligence is completed on any outside bodies to which Members are appointed.	**Continued training for Members via training sessions and ALDO**

| | We offer training for members in specific decision making areas e.g. licensing, planning, outside bodies. |

Principle 5:

Developing the capacity and capability of members and officers to be effective

Themes:

Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles

Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group

Encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal.

What do we currently do? …taking stock	How good are we? …evaluation	How do we know? …evidence	What do we want to do now? …improvement planning
Themes 1 & 2 Assess the skills required by Members and Officers and make a commitment to develop those skills to enable roles to be carried out effectively Develop skills on a continuing basis to improve performance including the ability to scrutinise and challenge	**Very Good**	Our Scheme of Governance clearly defines the roles of officers. We have a Formal CPD program in place which is complimented by informal sessions and briefings. We have a Corporate Induction in place across the council. We publish and regularly update guidance for report writing and report templates Our Arcadia pages have links to our policies, procedures and guidance. We have a requirement for Employee Annual Reviews to be undertaken as well as Chief Officer Appraisals	**Implementation of additional learning and promotion of ALDO courses.** **Training on updated Scheme of Governance**
Theme 3 Ensure effective arrangements are in place to encourage individuals from all sections of the community to join as an officer or Councillor Ensure that career structures are in place for Members and Officers to encourage participation and development	**Good**	Our Scheme of Governance clearly defines the roles of officers. We have a Formal CPD program in place which is complimented by informal sessions and briefings. We have a Corporate Induction in place across the council. We publish and regularly update guidance for report writing and report templates Our Arcadia pages have links to our policies, procedures and guidance. We have a requirement for Employee Annual Reviews to be undertaken as well as Chief Officer Appraisals	**Implementation of High Potential Programme**

Principle 6:

Engaging with local people and other stakeholders to ensure robust public accountability

Themes:

Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships

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

What do we currently do? …taking stock	How good are we? …evaluation	How do we know? …evidence	What do we we want to do now? …improvement planning
Theme 1 Make clear to all staff and the community to whom they are accountable and what for Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationship Produce an annual report on activity of scrutiny function	**GOOD**	We set out the Council and leadership structures on our website and our Scheme of Governance clearly outlines the delegation of powers to both Committee and Officers. We use a range of engagement and participatory approaches e.g. Budget Engagement and developing Council priorities We webcast Full Council meetings and are in the process of rolling out webcasting for Policy committee meetings We undertake Public performance reporting We publish our Scheme of Governance online Part 4 of our Scheme of Governance requires an annual report on scrutiny for every committee We have clear consultation arrangements in our Policy Development and Review Frame work under Part 4 of our Scheme of Governance.	**Approve and implement Engagement Policy (also Principles 2 and 5)**

Theme 2	GOOD		
Clear channels of communication Hold meetings in public unless there are good reasons for confidentiality Ensure arrangements in place to enable the Council to engage effectively with all sections of community. Establish clear policy on what we will consult on		We have a Communications strategy in place which sets out how we will communicate with our customers together with a Social Media policy. There is a Consultation code of practice and database which reflects National Standards for Engagement however an Engagement Policy and updated supporting procedures and guidance is under development to better support officers, inform, engage and involve communities appropriately. We also have a Community engagement strategy in place. We webcast Full Council meetings. All Council meetings are held in public and our Standing Orders have a procedure in place for public participation at meetings. Community engagement steering group We undertake a combination of consultation approaches including online, digital and face to face We adhere to national standards for community engagement	**Consultation toolkit and database being update as part of Engagement Policy** **Develop guidance to help officers know when and whom to inform, engage, consult, and involve**