

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

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
<p>1.1 Develop and promote the authority's purpose and vision</p>	<p>Corporate Statement</p> <p>Community Plan</p> <p>Key Corporate Initiatives</p>	<p>The Council currently complies with this requirement through its ongoing commitment to the Community Plan in partnership with local agencies. This is currently being updated and will be published following consultation in late 2008.</p> <p>Our values, purpose, and priorities are set out in our Corporate Statement, progress against which was last reported to the Leadership Board in October 2006.</p> <p>The Corporate Management Team and Leadership Board review the key activities of the Council each year and agree a rolling programme of Key Corporate Initiatives. A booklet is produced and distributed to managers, with progress reported on a 6 monthly basis to the</p>

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		<p>Corporate Management Team / Leadership Board.</p> <p>A Corporate Plan is currently being developed by the Council to cover the period 2008-2011 which will bring together the Corporate Statement and Key Corporate Initiatives.</p>
<p>1.2 Review on a regular basis the authority's vision for the local area and its implications for the authority's governance arrangements</p>	<p>Community planning process</p> <p>Corporate Statement</p> <p>Service plans / business plans</p> <p>Key Corporate Initiatives</p> <p>Scheme of delegation</p> <p>Standing orders</p>	<p>The Council currently complies with this requirement through the Corporate Statement, Community Plan, budget processes, and its Service/Business plans.</p> <p>A rolling programme of Key Corporate Initiatives is reviewed and agreed annually by the Leadership Board.</p> <p>The Council's governance arrangements including the scheme of delegated functions, contract standing orders and procedural standing orders are reviewed on a regular basis as a matter of good practice and to reflect changes as appropriate.</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
<p>1.3 Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners.</p>	<p>Voluntary Sector Compact</p> <p>Community Plan</p> <p>Regeneration Outcome Agreement</p> <p>Strategic partnership agreements</p> <p>Minutes of agreement</p>	<p>The Council currently complies with this requirement through its Voluntary Sector Compact, Community Plan and Regeneration Outcome Agreement, all of which set out a clear vision for partnerships, as well as the key areas of priority and actions to be undertaken.</p> <p>Partnership agreements are also in place for other partnerships such as the North Strathclyde Community Justice Authority and Renfrewshire Community Health Partnership. These set out the partnerships' priorities and objectives.</p> <p>Minutes of Agreement set out the rights, duties, powers, liabilities and obligations of parties to the Agreement. Appointments of members to outside bodies are not taken up until the Director of Finance & Information Technology confirms that the organisations have</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		appropriate insurance policies in place.
1.4 Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance	<p>Annual financial statements</p> <p>Annual performance report</p> <p>Annual statement on performance against Council's ten strategic priorities</p>	<p>The Council currently complies with this requirement through the publication of its Annual Report and quarterly public performance reports delivered free to all households, the Annual Accounts, departmental public performance reports and policy board reports detailing performance and targets, through the regular submission of budget reports to Policy Boards, the submission of the annual audit review and other audit reports to the Council and / or Scrutiny and Petitions Board as appropriate and by publishing performance information on our website. An annual statement which highlighted the progress made by the Council in achieving its strategic objectives, was presented to the Leadership Board in July 2007.</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
<p>1.5 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</p>	<p>Service improvement plans</p> <p>Key Performance Indicators</p> <p>Balanced Scorecard</p> <p>SPI performance reviewed each year by Scrutiny and Petitions Board</p>	<p>Each year departments are required to produce a rolling 3 year service improvement plan which outlines the department's customer focus and details how its actions and plans will achieve improved outcomes for customers in the future. Departments are required to select a range of key performance indicators to create a balanced scorecard, which is monitored at a mid-year point and at the end of that service plan year. Information including commentary on performance is collected and analysed using the Covalent performance management system.</p> <p>The Corporate Management Team monitors a balanced scorecard of performance information, which allows them to assess and review the quality and level of service being experienced by local residents/businesses.</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>The Council's performance in terms of Audit Scotland's Statutory Performance Indicators is also reported to and reviewed by the Scrutiny and Petitions Board each year.</p>
<p>1.6 Put in place effective arrangements to identify and deal with failure in service delivery</p>	<p>Scrutiny and Petitions Board reviews</p> <p>Complaints procedure</p> <p>Performance scrutiny process</p> <p>Ombudsman reports / bulletin</p> <p>Service improvement plans</p> <p>Budget monitoring reports</p>	<p>The Scrutiny and Petitions Board's remit covers audit scrutiny, monitoring and review of service delivery performance, community leadership through monitoring of other public bodies and standards and ethics. In January 2007, the board conducted a review of our worst performing statutory performance indicators, and recommended action to target improvement in these areas.</p> <p>The Council has put into place an effective complaints procedure, which was updated during 2007 to include handling of informal complaints and comments, as well as formal complaints. Departments are also required to report on their</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>performance in terms of responding to complaints as part of annual performance scrutiny meetings undertaken by the Chief Executive each summer.</p> <p>All investigations of complaints against the Council by the Ombudsman are laid before the Scottish Parliament, highlighted on the Council's website and reported to the Scrutiny & Petitions Board. The Ombudsman's monthly bulletin is featured on the Council's website in order that areas of good practice can be identified and shared.</p> <p>Departments also prepare service monitoring reports and budget monitoring reports for the relevant policy boards.</p>
<p>1.7 Decide how value for money is to be measured and make sure that the authority or partnership has the information that is needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions.</p>	<p>New approach to Best Value</p> <p>Service reviews</p> <p>3 councils project</p>	<p>The best value review programme has now been replaced by a new approach centred on shared services and is being spearheaded by the 3 Council's Pathfinder</p>

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	Board reports	<p>project with Inverclyde and East Renfrewshire Councils. A range of services will be reviewed as part of this project to ensure that they provide best value. The council's approach to taking forward best value was reported to the Leadership Board in December 2007.</p> <p>The environmental impact of policies, plans and decisions is stated at the end of each Board report.</p> <p>The council is currently developing a Corporate Plan, which will highlight and promote some of the key projects and initiatives taken forward to tackle issues relating to the environment.</p>

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

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
<p>2.1 Set out a clear statement of the respective roles and responsibilities of the executive and of the executive's members individually and the authority's approach towards putting this into practice</p>	<p>Standing orders</p> <p>Record of decisions and supporting materials</p> <p>Minutes of Council and Board Meetings</p> <p>Scheme of Delegation</p> <p>Remit of Provost, Depute Provost, Conveners and Members with Portfolios.</p>	<p>The Council does not have Executive Members however roles are clearly defined in the Council's procedural documents. The Council has in place a training and development programme for elected members. The Council has also established a cross-party sounding board which, among other things, developed, in consultation with elected members, role descriptions for councillors, senior councillors and the leader of the Council in accordance with the recommendations of the Scottish Local Authorities Remuneration Committee. These were subsequently approved by the Council. In addition to the Councillors' Code, the Council has in place its own protocol on member/officer relations and has also introduced an inter-party protocol which sets out the rights and responsibilities of Councillors and political</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>groups in the course of conducting council business; and an elected member protocol which sets out good practice guidelines in relation to multi-member ward issues. The Council also has in place specific remits for the Provost, Depute Provost, Conveners and Depute Conveners.</p> <p>The Council also currently complies through its procedural documentation including Standing Orders; Standing Orders relating to Contracts; Financial Regulations and Scheme of Delegated Functions which are reviewed on a regular basis.</p>
<p>2.2 Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and of senior officers</p>	<p>Protocol on member / officer relations</p> <p>Code of conduct for employees</p> <p>Councillor's Code of Conduct</p> <p>Guidance for Council employees on election duties.</p> <p>Inter party protocol</p>	<p>The Council has adopted a code of conduct for it's' employees. In addition, the Councillors' Code, which was introduced by the Ethical Standards in Public Life etc. (Scotland) Act 2000, sets out a protocol for relations between councillors and employees. This code has</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>been issued to all elected members. The Council also has in place its own protocol on member / officer relations.</p> <p>The Council has also introduced an inter-party protocol which sets out the rights and responsibilities of Councillors and political groups in the course of conducting council business; and an elected member protocol which sets out good practice guidelines in relation to multi-member ward issues.</p> <p>Prior to any election Guidance to Council Employees on various issues associated with elections is issued.</p>
<p>2.3 Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for the collective decision of the authority, taking account of relevant legislation and ensure that it is monitored and updated when required</p>	<p>Scheme of administration/delegation</p>	<p>The Council currently complies through its Scheme of Delegated functions which is kept under review and updated as required.</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
<p>2.4 Make a Chief Executive or equivalent responsible and accountable to the authority for all aspects of operational management</p>	<p>Conditions of employment</p> <p>Scheme of delegation</p> <p>Statutory provisions</p> <p>Job description/person specification</p> <p>Annual review</p>	<p>The Chief Executive has responsibility as head of the paid service for all aspects of operational management.</p> <p>The Chief Executive is subject to a facilitated annual review by the leaders of the political groups at which objectives are agreed and reviewed.</p>
<p>2.5 Develop protocols to ensure that the leader and chief executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained.</p>	<p>Weekly meetings between Chief Executive/Leader/Depute Leader</p> <p>Councillor's Code of Conduct</p> <p>Code of Conduct for Employees</p> <p>Member/officer protocol</p>	<p>The Council complies with this requirement through the Councillor's Code of Conduct, Code of Conduct for employees and its Member/officer protocol.</p> <p>The Chief Executive also holds weekly meetings each Monday with the Leader and Depute Leader of the Council.</p> <p>The Council has also introduced an interparty protocol which sets out the rights and responsibilities of Councillors and political groups in the course of conducting council business</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		and an elected member protocol which sets out good practice guidelines in relation to multi-member ward issues.
2.6 Make a senior officer responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts and for maintaining an effective system of financial control	<p>Section 95 responsibilities</p> <p>Statutory provision</p> <p>Statutory reports</p> <p>Budget documentation</p> <p>Job description/person specification</p>	<p>The Director of Finance & IT is responsible for Section 95 responsibilities; financial and budget matters.</p> <p>In terms of the Section 95 responsibilities the Director of Finance & IT complies by submitting accounts by the statutory deadline, receiving a clean audit certificate, and presenting a balanced budget to the Council by the statutory date for the setting of the Council Tax.</p>
2.7 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	<p>Monitoring officer provisions</p> <p>Statutory provision</p> <p>Job description/person specification</p>	The Director of Corporate Services acts as Monitoring Officer as detailed in the job description.

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<p>2.8 Develop protocols to ensure effective communication between members and officers in their respective roles.</p>	<p>Councillor’s Code of Conduct</p> <p>Code of Conduct for Employees</p> <p>Member/officer protocol</p> <p>Inter party protocol</p> <p>Elected members protocol</p>	<p>The Council currently complies with this requirement through its code of conduct for employees. The Councillors’ Code, which sets out a protocol for relations between councillors and employees, has been issued to all elected members.</p> <p>The Council has also introduced an inter-party protocol which sets out the rights and responsibilities of Councillors and political groups in the course of conducting council business; and an elected member protocol which sets out good practice guidelines in relation to multi-member ward issues.</p>
<p>2.9 Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process, including an effective remuneration panel (if applicable)</p>	<p>Members’ allowance scheme</p>	<p>The Council currently complies through its scheme for member allowances and procedural documents. The Allowances and Expenses Regulations require that the Council may only reimburse claims for</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>allowances and expenses where the expenditure has been incurred by an elected member in performing any approved duty. These Regulations also require all Councils to publish information on councillors' salaries, allowances and expenses on their website by 1 June in each year in respect of the previous financial year.</p>
<p>2.10 Ensure that effective mechanisms exist to monitor service delivery</p>	<p>Covalent</p> <p>Corporate Management Team Balanced Scorecard</p> <p>Performance scrutiny framework</p> <p>Annual reports – community plan and Regeneration Outcome Agreement</p> <p>Scrutiny and Petitions Board</p>	<p>The Council has implemented Covalent, a corporate performance management system and has further developed its mail tracking system. Departments have also invested in effective Management Information Systems.</p> <p>The Chief Executive has programmed meetings with Directors to scrutinise performance management. These cover:</p> <p>(i) June/July - (Education and Leisure in September) meetings with Directors to</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>scrutinise performance over the past year.</p> <p>(ii) January - Review progress of Service Plan implementation and assess the draft Service Plans covering the next three years.</p> <p>(iii) March - Scrutinise the new Business Plans. Performance indicators are reported to appropriate Policy Boards, the Corporate Management Team, Senior Management Teams, at all appropriate levels of management and in the Council's Bulletin. In particular the Corporate Management Team monitors a range of high level indicators relating to services across the Council through its Balanced Scorecard, which is monitored on a quarterly basis.</p> <p>The Scrutiny and Petitions Board also reviews performance. Our</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>performance in terms of the statutory performance indicators which are independently evaluated by Audit Scotland, are reported to the Scrutiny and Petitions Board every year.</p> <p>Annual reports are published each year in respect of the Regeneration Outcome Agreement and the Community Plan, which demonstrate the progress being made by the Council and its partners in respect of key areas of activity.</p>
<p>2.11 Ensure that the organisation's vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated</p>	<p>Community planning process</p> <p>Key Corporate Initiatives</p> <p>Corporate Statement</p> <p>Consultation strategy</p> <p>Communications strategy</p> <p>Decentralisation – local area committees</p> <p>Single Outcome Agreement</p>	<p>The Council complies with this requirement through the Community Planning process, and through its Key Corporate Initiatives and Corporate Statement. A new Corporate Plan is currently being prepared for 2008-2011.</p> <p>These along with other more service specific strategies and plans, have been developed and informed through the Community</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>Planning process and through wider consultation mechanisms such as the Public Services Panel, community planning fora and conferences and through online consultations.</p> <p>The importance of consultation within a strategic planning context is detailed in the Council's corporate Consultation Strategy.</p> <p>This information is communicated through a variety of methods such as the Renfrewshire magazine, through our website or through Board reports and minutes. It is also driven by the Council's Communications strategy</p> <p>This process will be strengthened through the creation of the 5 local area committees as part of the decentralised approach to decision making. This will allow consultation and performance review to be</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>undertaken at a more localised level.</p> <p>In addition, the Council will produce a Single Outcome Agreement in conjunction with its partners. This will set out how we are working at a local level against the agreed national priorities.</p>
<p>2.12 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</p>	<p>Corporate Services Handbook</p> <p>Minutes of Agreement</p>	<p>Information is contained in the Corporate Services Handbook on the Role, Duties and Liabilities of Company Directors. This information will require to be updated when relevant provisions of the Companies Act are brought into force. In addition, Minutes of Agreement set out the rights, duties, powers liabilities and obligations of parties to these Agreements.</p>
<p>2.13 When working in partnership:</p> <ul style="list-style-type: none"> - Ensure that there is clarity about the legal status of the partnership - Ensure that representatives of organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to decisions. 	<p>Corporate Services Handbook</p> <p>Minutes of agreement</p> <p>Councillor's Code of Conduct</p>	<p>Information is contained in the Corporate Services Handbook on the Role, Duties and Liabilities of Company Directors. This information will require to be updated when relevant</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>provisions of the Companies Act are brought into force. In addition, Minutes of Agreement set out the rights, duties, powers liabilities and obligations of parties to these Agreements. The Code of Conduct for Councillors requires that where an elected member is appointed or nominated by the Council as a member of another body or organisation that the elected member is bound by the rules of conduct of these organisations. Elected members must continue to observe the rules of the Code in carrying out the duties of these bodies.</p>

DIMENSION 3: Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
<p>3.1 Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect.</p>	<p>Team Talk</p> <p>Corporate Induction</p> <p>Corporate Statement</p> <p>Publication scheme</p> <p>Minutes and agendas</p> <p>Publicise meetings in Customer Service Centre</p>	<p>The Council complies with this requirement through its Corporate Statement which is introduced to all new employees through the Corporate Induction programme. The importance of our values as an organisation is stressed during the initial induction session.</p> <p>Team Talk bulletins are issued to employees by the Chief Executive every two months, in which he highlights some of the key policies and initiatives that are currently being taken forward by the Council.</p> <p>The Council's publication scheme specifies the classes of information which the authority makes available to the public, how that information is made available and whether there is a charge for the</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>information.</p> <p>Meetings of the Council and its boards are open to members of the public and they are entitled to a copy of the agenda and reports prepared by officers which deal with items on the agenda unless items are to be discussed which contain exempt or confidential information. The agenda and minutes are available on the Council's website.</p> <p>In order to encourage public attendance at meetings of the Council and its Boards, details of the times and locations of meetings are published on a screen in the customer service centre.</p>
<p>3.2 Ensure that standards of personal conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of practice.</p>	<p>Protocol on member / officer relations</p> <p>Code of conduct for employees</p> <p>Councillor's code of conduct</p> <p>Elected member protocol</p>	<p>The Council currently complies with this requirement by having a code of conduct for its employees. In addition, the Councillors' Code, which was introduced in terms of the Ethical Standards in</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
	<p>Anti fraud and corruption policy</p> <p>Complaints procedures</p> <p>Inter party protocol</p>	<p>Public Life etc. (Scotland) Act 2000, sets out a protocol for relations between councillors and employees. This code has been issued to all elected members. A complaints procedure, and an anti-fraud strategy are also in place.</p> <p>The Council has also introduced an inter-party protocol which sets out the rights and responsibilities of Councillors and political groups in the course of conducting council business; and an elected member protocol which sets out good practice guidelines in relation to multi-member ward issues.</p>
<p>3.3 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.</p>	<p>Councillors' Code of conduct</p> <p>Code of conduct for employees</p> <p>Inter party protocol</p> <p>Elected member protocol</p>	<p>The Council currently complies with this requirement by having a code of conduct for its employees. The Councillors' Code, which sets out a protocol for relations between</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
	Protocol on member / officer relations	<p>councillors and employees has been issued to all elected members.</p> <p>The Council has also introduced an inter-party protocol which sets out the rights and responsibilities of Councillors and political groups in the course of conducting council business; and an elected member protocol which sets out good practice guidelines in relation to multi-member ward issues.</p>
3.4 Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations, and communicate these with members, staff, the community and partners	<p>Corporate statement</p> <p>Key Corporate Initiatives</p> <p>Community plan</p> <p>Single Outcome Agreement</p>	<p>The Council complies with this requirement through its Corporate Statement which sets out our values as an organisation, and outlines our key priorities. This will be replaced by a Corporate Plan which will be launched later in 2008.</p> <p>In addition, the Council will produce a Single Outcome Agreement in conjunction with its partners. This will set out how we are working</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		at a local level against the agreed national priorities.
3.5 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	Code of Conduct for Councillors Inter party Protocol Elected Member Protocol Protocol for Member/Officer relations	Any alleged contraventions of the Ethical Standards in Public Life etc (Scotland) Act 2000 would be referred for investigation to the Chief Investigating Officer and thereafter for consideration by the Standards Commission appointed by Scottish Ministers. Where a hearing involving members of Renfrewshire Council has taken place, the outcome of this is reported to the Council. Councillors hold public office under the law and must observe the rules of conduct stemming from the law, the Code of Conduct for Councillors and any guidance from the Standards Commission and the rules, standing orders and regulations of the Council. In addition, the Council has developed an

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		inter party protocol which highlights that Political Groups have the responsibility not to require individual councillors to vote on party lines in respect of decisions where group decision-making would be unlawful, contrary to the Councillors' Code of Conduct or against any Council approved guidance; in particular on planning applications, specific regulatory matters, employment issues affecting individuals, all matters coming before the Scrutiny & Petitions Board or any matter which requires to be determined on the basis of evidence given to or the findings of a forum on which Councillors serve.
3.6 Develop and maintain an effective standards commission	Code of Conduct for Councillors Protocols Internet/e-mail Policy and Guidelines	There is no requirement in Scotland for Councils to establish a standards commission. Any alleged contraventions of the Ethical Standards in Public Life etc

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>(Scotland) Act 2000 would be referred for investigation to the Chief Investigating Officer and thereafter for consideration by the Standards Commission appointed by Scottish Ministers. Where a hearing involving members of Renfrewshire Council has taken place, the outcome of this is reported to the Council.</p> <p>Also in 2001 the Council agreed that a panel comprising the Chief Executive and the Leaders of the Political Groups be convened to determine what action was to be taken in dealing with alleged breaches by elected members of the Council's internet/e-mail policy.</p>
<p>3.7 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.</p>	<p>Codes of conduct</p> <p>Inter party protocol</p> <p>Corporate Statement</p>	<p>The Council currently complies with this requirement through its Code of Conduct for employees and the</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
	<p>Corporate Induction</p> <p>Decentralisation – local area committees</p>	<p>Councillors' Code, which sets out a protocol for relations between councillors and employees which has been issued to all elected members.</p> <p>The Council has also introduced an inter-party protocol which sets out the rights and responsibilities of Councillors and political groups in the course of conducting council business; and an elected member protocol which sets out good practice guidelines in relation to multi-member ward issues.</p> <p>The Council's shared values are defined in its Corporate Statement and introduced to new employees through our corporate induction scheme. The Corporate Statement will be replaced by a new Corporate Plan which is currently being developed.</p> <p>The 5 local area committees that are currently being put</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		into place as part of the scheme of decentralisation, will introduce new ways for local communities to participate in decision making.
3.8 In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively.	Codes of conduct Corporate Statement Single Outcome Agreement	<p>The various codes of conduct determine how officers and members work within partnerships, and the shared values that they will demonstrate.</p> <p>Within partnerships, specific values may be set out as part of the plan or strategy of that group.</p> <p>The Council's shared values are defined in its Corporate Statement and introduced to new employees through our corporate induction scheme. The Corporate Statement will be replaced by a new Corporate Plan which is currently being developed.</p> <p>In addition, the Council will produce a Single Outcome Agreement in conjunction</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		with its partners. This will set out how we are working at a local level against the agreed national priorities.

DIMENSION 4: Taking informed and transparent decisions which are subject to scrutiny and managing risk

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
<p>4.1 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</p>	<p>Scrutiny and Petitions Board Policy boards Decentralisation – local area committees Petitions function</p>	<p>The Council has an established Scrutiny & Petitions Board the terms of reference for which include monitoring and reviewing service delivery, performance, policies and practice and community leadership through monitoring of other public bodies. The Council's policy boards also undertake a scrutiny role as will the newly established five local area committees. The Council has also introduced a petitions function which allows members of the public to raise issues of concern.</p>
<p>4.2 Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based</p>	<p>Board reports Minutes and agendas</p>	<p>Reports to the Council and all Board meetings provide members with sufficient information on which they are able to take reasoned decisions, including</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>personnel, legal, financial and other implications, and provide clear recommendations. Minutes of meetings outline the decisions which have been taken and record where decisions contrary to a director's recommendations have been taken by elected members.</p>
<p>4.3 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</p>	<p>Standing orders Codes of conduct Elected member training and development programme including licensing</p>	<p>The Council currently complies through its procedural documentation including; Standing Orders; Standing Orders relating to Contracts; Financial Regulations; Scheme of Delegated Functions, code of conduct for employees and the Councillors' Code, which sets out a protocol for relations between councillors and employees. This code has been issued to all elected members.</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>In addition, the Council has in place a comprehensive training and development programme for elected members, details of which the Council requires to publish at the same time as publishing information about councillors' salaries, allowances and expenses.</p> <p>All members of the Licensing Board undertook a course of training accredited by the Scottish Ministers within 3 months of their appointment to the Licensing Board.</p>
<p>4.4 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</p>	<p>Scrutiny and Petitions Board</p>	<p>The Scrutiny & Petitions Board functions as the Council's audit committee and has an overview of the internal audit role to ensure that resources are being targeted effectively. The board reviews the</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		Council's internal control mechanisms, approves action where appropriate, considers reports by external auditors and submits recommendations to the Council where this is considered appropriate.
4.5 Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints.	Complaints procedure Complaints monitoring Reports to Ombudsman	The council has put into place an effective complaints procedure, which was updated during 2007 to include handling of informal complaints and comments as well as formal complaints. Departments are required to report on their performance in terms of responding to complaints as part of annual performance scrutiny meetings undertaken by the Chief Executive. All investigations of complaints against the Council by the Ombudsman are laid before the Scottish

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		Parliament, highlighted on the Council's website and reported to the Scrutiny & Petitions Board. The Ombudsman's monthly bulletin is featured on the Council's website in order that areas of good practice can be identified and shared.
4.6 Ensure that those making decisions whether for the authority or the partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications	Reports to Council / boards	Reports to the Council and all Board meetings provide members with sufficient information on which they are able to take reasoned decisions, including personnel, legal, financial and other implications, and provide clear recommendations.
4.7 Ensure that proper professional advice on matters that have financial or legal implications is available and recorded well in advance of decision making and used appropriately	Reports to board / Council	All reports have a 'frontispiece' which details consultation undertaken by the author of the report in relation to financial and legal implications.

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>Reports are in a standard format in which legal and financial implications (if any) require to be detailed.</p>
<p>4.8 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.</p>	<p>Risk Management Strategy Corporate Risk Register Departmental Risk Management Plans Financial Regulations & Codes</p>	<p>A corporate risk management strategy was approved in 2005 and is currently under review.</p> <p>The Financial Regulations require each Director to review their management of risk annually and provide the Director of Finance and IT with an annual risk management plan for the forthcoming year.</p> <p>Risk registers of the top strategic risks are maintained by each Director, following identification and evaluation sessions with departmental officers, and are reported annually to policy boards.</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>The Corporate Risk Register is compiled by the Corporate Risk Management Group chaired by the Chief Auditor and agreed by the CMT. It is approved by the General Management and Finance Policy Board annually.</p> <p>Progress on the action plan is reviewed quarterly by the Corporate Risk Management Group.</p>
<p>4.9 Ensure that effective arrangements for whistle-blowing are in place to which officers, staff and all those contracting with or appointed by the authority have access.</p>	<p>Whistle blowing policy</p>	<p>The Council complies with this requirement having introduced a whistle blowing policy as part of the officer's code of conduct.</p>
<p>4.10 Actively recognise the limits of lawful activity placed upon them by, for example, the ultra vires doctrine but also strive to utilise their powers to the full benefit of their communities</p>	<p>Scheme of delegation</p> <p>Standing Orders</p> <p>Policy Boards</p>	<p>The Council complies with this requirement in terms of its scheme of delegated functions, standing orders relating</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		to contracts, financial regulations and procedural standing orders which are kept under review and updated as appropriate. In addition, each of the Council Boards has a dedicated solicitor who reviews reports in order that the vires of proposed actions can be checked. Each report has a section on legal implications. The frontispieces to reports require that community planning partners are consulted in the preparation of reports where appropriate and reports must outline community plan implications.
4.11 Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on authorities by public law.	Scheme of delegation Standing orders Training and development programme for members.	The Council complies with this requirement in terms of its scheme of delegated functions, standing orders relating to contracts, financial regulations and

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>procedural standing orders which are kept under review and updated as appropriate. In addition, each of the Council Boards has a dedicated solicitor who reviews reports in order that the vires of proposed actions can be checked. Each report has a section on legal implications. In addition, the Council has a comprehensive programme of training and development for elected members in place.</p>
<p>4.12 Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law -rationality, legality and natural justice -into their procedures and decision making structures</p>	<p>Scheme of delegation Standing orders Training and development programme for members.</p>	<p>The Council complies with this requirement in terms of its scheme of delegated functions, standing orders relating to contracts, financial regulations and procedural standing orders which are kept under review and updated as appropriate. In addition, each of the</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>Council Boards has a dedicated solicitor who reviews reports in order that the vires of proposed actions can be checked. Each report has a section on legal implications. In addition, the Council has a comprehensive programme of training and development for elected members in place.</p>

DIMENSION 5: Developing the capacity and capability of members and officers to be effective.

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
<p>5.1 Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis.</p>	<p>Corporate Induction programme Member training and development programme</p>	<p>The Council complies with this requirement through the Corporate Induction programme and through wider training programmes for both officers and elected members.</p>
<p>5.2 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.</p>	<p>Job description – Chief Executive Scheme of delegation Management Development Programme</p>	<p>Statutory appointments of officers are detailed in the Council's scheme of delegation and this is reviewed on a regular basis. A review of the Council's Management Development Programme Core Competency Framework was agreed by the Corporate Management Team in November 2007. As part of the competency -</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		Customer / Community Focus, one of the sub-competencies is Governance which requires the need to demonstrate understanding and ensures compliance with all regulatory, ethical and social requirements.
5.3 Assess the skills required by members and officers and make a commitment to develop these skills to enable roles to be carried out effectively	<p>Members' induction scheme</p> <p>Regular update sessions</p> <p>Training and development plan for members</p> <p>Scrutiny and Petitions Board Training programme</p> <p>MTIPD/MDP2</p> <p>Members resources on the Intranet</p>	A training and development programme for members has been established. This is based on a rolling programme with an initial induction being undertaken after the local elections. Meetings are also held with all Council departments in relation to members' training and follow up training is undertaken as required. In addition, departments hold regular seminars

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>for members on specific service issues.</p> <p>A series of information leaflets has been issued to elected members and they have access to the Corporate Services Handbook.</p> <p>In addition, a members' resource area has been established on the Council's intranet which is intended to provide members with easy to access information about the Council and that which is specific to elected members.</p> <p>The MTIPD/MDP2 programmes have been developed to ensure that staff receive the appropriate support to develop their knowledge and skills</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		and to carry out their existing role effectively.
5.4 Develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed	Training plan for members MTIPD/MDP2	We comply with this requirement through our training programme for members and the MTIPD/MDP2 training programmes for employees.
5.5 Ensure that effective arrangements are in place for reviewing the performance of the executive as a whole and of individual members and agreeing an action plan which might, for example, aim to address any training or development needs	Scrutiny and Petitions board review programme Member training and development programme. Policy Boards Decentralisation – local area committees	The Scrutiny & Petitions Board agrees an annual programme of activities which includes areas for specific investigation. The Scrutiny & Petitions Board also has a written intimation procedure in respect of which any member of the Board may request that a particular matter be considered by the Board. Each of the policy boards has a scrutiny

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		function and the newly established local area committees will also perform this role.
5.6 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	<p>Consultation strategy</p> <p>Complaints procedure</p> <p>Policy Boards</p> <p>Community planning structure</p> <p>Decentralisation – local area committees.</p> <p>Petitions function</p>	<p>The Council has a consultation strategy and complies with this requirement using different methods such as the Public Service Panel, Focus Groups, Tenants and Residents Forums, service user groups, Community Planning process, Complaints Procedure, Community Councils and Policy Boards.</p> <p>The Council approved a decentralised model of decision making, which will lead to the creation of 5 local area committees. It is envisaged that these will give local people and groups more input into the delivery of services within their own area, including</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		the right to review and monitor performance and to be consulted at a local level wherever possible.
5.7 Ensure that career structures are in place for members and officers to encourage participation and development	Workforce planning strategy Training programme for members MTIPD/MDP2	The Council complies with this requirement through current officer and member training programme. The Council's approach to workforce planning is currently being reviewed as part of the development of the Council's Workforce Planning strategy. The Council has agreed a revised pay and grading model.

DIMENSION 6: Engaging with local people and stakeholders to ensure robust public accountability.

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
6.1 Make clear to themselves, all staff and the community to whom they are accountable and for what	Corporate Statement Community Plan Annual Report Annual Accounts Scheme of Delegation Board structure	Our Corporate Statement and Community Plan, annual report and annual accounts set out what and to whom the Council is accountable for. This is also detailed in the Scheme of Delegation and through information on board membership and structure which is published on our website.
6.2 Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required	Audit Scotland Ombudsman Care commission, SWIA, HMle Membership of Scottish Government Groups and COSLA groups	The Council is independently evaluated by bodies such as the Care Commission, Audit Scotland and the Scottish Public Services Ombudsman. The council also actively participates and has fostered relationships with

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		bodies such as COSLA and with the Scottish Government.
6.3 Produce an annual report on the activity of the scrutiny function	Scrutiny and Petitions Board programme Audit Scotland reviews	The Scrutiny & Petitions Board agrees an annual programme of activities. The Board receives on an annual basis reports from Audit Scotland and the Accounts Commission the Ombudsman and the Standards Commission for Scotland. Audit Scotland produces an annual review of local authority audits which is reported to the Scrutiny and Petitions Board each year.
6.4 Ensure clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements and ensure that they operate effectively	Consultation strategy Customer Service strategy Community planning process	The Council complies with this requirement through the Consultation Strategy; Customer Service Strategy, Community

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
	<p>Communications Strategy</p> <p>Website</p>	<p>Planning Groups, tenant forums, Renfrewshire magazine, the complaints procedure and through our website.</p> <p>A Communications Strategy has been developed and is monitored by the Corporate Management Team.</p>
<p>6.5 Hold meetings in public unless there are good reasons for confidentiality</p>	<p>Meetings held in public</p>	<p>All meetings of the Council and its Boards are held in public unless, in terms of the Local Government (Scotland) Act 1973 the meeting takes a decision to exclude the press and public. Where it is recommended that a matter be held in private, the reason for this is identified on the agenda for the meeting and in the minutes.</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>The Council approved a decentralised model of decision making, which will lead to the creation of 5 local area committees. Members of the public will be able to attend these meetings.</p>
<p>6.6 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</p>	<p>Consultation strategy</p> <p>Community planning structure</p> <p>Through our website – complaints, comments, consultation</p> <p>Decentralisation</p> <p>Petitions function</p>	<p>The Council has a consultation strategy and complies with this requirement using different methods such as the Public Service Panel, Focus Groups, Tenants and Residents Forums, service user groups, Community Planning process, Community Councils and Policy Boards.</p> <p>Members of the public are also able to contact us through our website and are able to take part in consultations or complete complaints</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>and comments forms.</p> <p>Decentralisation and the creation of 5 local area committees will allow the Council and its partners to engage with residents on a localised basis.</p> <p>The Scrutiny & Petitions Board has a newly-established petitions function to allow members of the public to raise issues of concern with the Council either as an individual or on behalf of an organisation. Petitions may therefore relate to the services provided by other bodies eg police and health.</p>
<p>6.7 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.</p>	<p>Public Services Panel</p> <p>Online consultation</p> <p>Consultation strategy and toolkit</p>	<p>The Council complies with this requirement through its consultation framework which</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
	<p>Petitions function of Scrutiny and Petitions Board</p> <p>Performance Scrutiny</p>	<p>encompasses the Public Services Panel, online consultation facilities and guidance and advice available through the corporate consultation strategy and toolkit.</p> <p>Feedback on online consultations is available through the website, and feedback on the Public Services Panel is undertaken through the website and by sending newsletters to Panel members.</p> <p>The Petitions function allows individual members of the public to raise issues of concern with the council either as individuals or on behalf of an organisation. Departments are required to evidence</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>details of the consultations undertaken by services over the previous 12 months, and the feedback and impact of the consultation, as part of the performance scrutiny meetings conducted each summer by the Chief Executive.</p>
<p>6.8 On an annual basis, publish a performance plan giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period.</p>	<p>Annual report Annual accounts Board Reports Performance scrutiny meetings Satisfaction ratings</p>	<p>The Council currently complies with this requirement through the publication of its Annual Report and quarterly public performance reports delivered free to all households, the Annual Accounts, departmental public performance reports and policy board reports detailing performance and targets, through the regular submission of budget reports to</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>Policy Boards, the submission of the annual audit review and other audit reports to the Council and / or the Scrutiny and Petitions Board as appropriate and by publishing performance information on the website.</p> <p>Departments assess satisfaction with the services that they provide through regular consultation or service monitoring activities. This is a fundamental activity for all services that have or are aspiring to achieve Charter Mark status. Satisfaction ratings are also reported as part of annual performance scrutiny meetings undertaken by the Chief Executive.</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
<p>6.9 Ensure that the authority as a whole is open and accessible to the community, service users and its staff to ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so</p>	<p>Minutes and agendas available online and at reception points.</p> <p>Service plans and key strategies online</p> <p>Public can attend Board/Council meetings</p> <p>Publications scheme</p> <p>Consultations</p> <p>Complaints procedure</p> <p>Dates of Council meetings publicised in Customer Service Centre.</p>	<p>The Council complies with this requirement by ensuring the minutes and agendas of all Board and Council meetings are available to the public, and by ensuring that key documents are also available through its publication scheme. Board and Council meetings are also open to the public.</p> <p>Details of Council and Board meetings are provided on a weekly basis on a screen in the customer service centre.</p> <p>Members of the public and businesses are able to take part in consultations by invitation or voluntarily online, or can use our complaints procedure</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>to pass on any complaints, comments or suggestions.</p> <p>Details of Council and Board meetings are provided on a weekly basis on a screen in the customer service centre.</p>
<p>6.10 Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making.</p>	<p>Team Talk</p> <p>Employee survey</p> <p>Staff suggestion schemes</p> <p>Staff Panel</p> <p>Trade unions e.g. Joint Consultative Board</p>	<p>The Council complies with this requirement through various mechanisms that have been put into place to consult and communicate with staff such as regular employee surveys, staff suggestions schemes and Team Talk. This is a fundamental element of the Council's commitment to the Charter Mark standard.</p> <p>In late 2007, the Council launched its staff Panel which has</p>

Requirements of corporate governance:	Evidence of meeting requirement:	Demonstration of annual compliance:
		<p>been set up to consult with staff on issues that matter to them All reports which have staffing implications are also discussed with union representatives.</p> <p>The Council also has established a Joint Consultative Board and a Joint Negotiating Committee for Teachers.</p>