

THE HIGHLAND COUNCIL CODE OF CORPORATE GOVERNANCE – 2008/09 (Updated June 09)

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

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
1	<p>Exercising strategic leadership by developing and clearly communicating the authority's purpose, vision and its intended outcome for citizens and service users</p> <p>The Council has published its 'Priorities for the Administration' which sets out its Strategic Objectives which are reflected in the Corporate Plan and Single Outcome Agreement</p>		Finalise the Single Outcome Agreement incorporating feedback from Scottish Government.	Chief Executive/Head of Policy and Performance	End June 2008	Single Outcome Agreement by Council 26 June 2008	G
			Complete annual review of Corporate Plan and Service Plans, ensuring links to the Single Outcome Agreement.	Chief Executive/Head of Policy & Performance/All Directors <i>H & P Complete</i>	October 2008	All Service Plans reviewed and reported to Committee May/June 2008 Corporate Plan performance reported to Council 30 October 2008	G

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
	<p>The Council will publish its first Single Outcome Agreement for the Highlands, at the end of June 2008. This will include several public sector partners and voluntary organisations and will be ahead of the Government's target for including partners in the process.</p> <p>The Council has agreed its Corporate Plan for 2007/2011 and Service Plans, which are reviewed on an annual basis. These Plans state how the Council will achieve its priorities and intended outcomes for citizens and service users.</p> <p>The Council publishes an annual Public Performance Report, Annual Accounts and an Annual Efficiency Statement.</p>		<p>Ministerial signing of Single Outcome Agreement</p>	<p>Chief Executive/Head of Policy and Performance</p>	<p>August 2008</p>	<p>Revised corporate plan December Council 2008</p> <p>SOA1 done and published on website</p>	<p>G</p>
			<p>Prepare and publish Annual Accounts.</p>	<p>Depute Chief Executive & Director of Finance</p>	<p>September 2008</p>		<p>G</p>
			<p>Prepare and publish Annual Efficiency Statement.</p>	<p>Depute Chief Executive & Director of Finance</p>	<p>June 2008</p>	<p>Report to Council</p>	<p>G</p>
			<p>Report all internal and external audit reports to Audit and Scrutiny Committee.</p>	<p>Depute Chief Executive & Director of Finance</p>	<p>On-going</p>	<p>Annual Efficiency Statement published</p>	<p>G</p>

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
	Performance in delivering outcomes for citizens and service users is monitored by Strategic Committees and the Audit and Scrutiny Committee. All internal and external audit reports are reported to the appropriate Committee.		Quarterly Performance Reviews held with all Directors and reported to Strategic Committees.	Depute Chief Executive & Director of Finance/All Directors	Quarterly	Reports to A & S Committee	G
	Progress in delivering agreed service improvement, key and statutory performance indicators and corporate priorities is monitored at the Chief Executives' Quarterly Performance Reviews and reported to Strategic Committees.		Committee reports published on Council website at least 3 clear days before meeting.	Assistant Chief Executive/Democratic Services Manager	On-going	Report to Strategic Committees	G
	All reports to Committees are made available to the public and published on the Council's website.		Ward Performance Reports fully implemented	Chief Executive/Corporate Managers	October 2008	Reports published on Web	G
	Ward Reporting is now being developed to provide data at ward level at Ward Business Meetings.		Complete Review of Political Arrangements and report costed options to Council for decision.	Chief Executive	September 2008	Report to Ward Forums	G
			Complete Review of Ward Forums.	Chief Executive/Corporate Manager RSL	September 2008	Report to Council September 2008	G

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
	<p>The Council completed a comprehensive review of its political governance arrangements in 2007. It is now in the process of reviewing these arrangements to ensure that it is fit for purpose. The Council will complete its review of community planning arrangements with partners based on the Single Outcome Agreement in 2009.</p>		New partnership arrangements in place by 2009 to deliver the Single Outcome Agreement	Chief Executive/Head of Policy and Performance/Corporate Managers	September 2008	Report to Council September 2008	G
			New methods of engaging with communities developed for delivery and development of the Single Outcome Agreement	As above and Directors	April 2009	Reports to CPP Board	G
			Systems for demonstrating compliance with the Standards of Community engagement developed.	Corporate Managers	August 2008	See Ward Forums evidence above	A
			Council responds to the Government's consultation on new model scheme and code of conduct for Community Councillors and consults with Community Councils on the Government's final guidance before any new scheme is implemented.	Head of Policy & Performance/Corporate Managers	June 2008		G
					April 2009	Report to Council June 2008	G
						Consultation with Community Councils begins	

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
	The Council supports the role of some 150 Community Councils in the Highlands and, since May 2007, has developed 22 Ward Forums which include the Community Councils and other local organisations and serve as a focus for improving communication and consultation with these groups.						
2	<p>Ensuring that users receive a high quality of service whether directly or in partnership or by commissioning.</p> <p>The Council has an agreed Corporate Plan 2007/2011, reviewed annually. Service Plans are published and reviewed annually and details how corporate priorities will be delivered. Performance is reported annually to Council and published for residents, along with Annual Accounts</p>		<p><i>See above annual review of Corporate and Service Plans and publication of performance information and Annual Accounts.</i></p> <p><i>See above Quarterly Performance Reviews.</i></p>				

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
	<p>The Council published an Improvement Plan arising from a Best Value Review in 2006 . The majority of actions have been completed.</p> <p>Quarterly Performance Reviews are held by the Chief Executive with each service to monitor progress in delivering service plans, key and statutory performance indicators and financial management. Performance is also reported to the appropriate Strategic Committee.</p> <p>Performance in responding to complaints and Freedom of Information requests is monitored at the Chief Executives Weekly Business Meeting, with all Directors. Performance is reported annually to Strategic Committees.</p>		Review progress in completing remaining actions arising from Best Value Review and report to Council.	Assistant Chief Executive/ Head of Policy and Performance	September 2008	Part Performance report to Council	G
			Review Performance Management arrangements, taking into account a proposed national framework from the Scottish Government / Local Authority Improvement Service.	Assistant Chief Executive/Head of Policy and Performance	December 2008	Reflected in SOA1 June 2008	G
			Complete a review of complaints handling within the Council, including the use of the CRM System to record all customer contact.	Assistant Chief Executive/Head of eGovernment	December 2008	Reviewed Scheme published	G
			Agree the Council's Efficiency and Improvement Programme which will contribute to the delivery of a medium term financial plan.	Depute Chief Executive/ Assistant Chief Executive	October 2008	Efficiency Programme agreed	G

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
	<p>A Business Improvement Team has been created to take forward business improvement projects to ensure service improvement and the delivery of efficiency savings. This includes leading the Council's participation in the national Shared Services Diagnostic Project.</p> <p>The Council has agreed a budget review process which aligns the allocation of financial resources against the Corporate Plan priorities.</p> <p>The Council implemented new political arrangements in May 2007, this included Ward Forums to improve communication and consultation with Community Councils, community groups and residents across the Highlands.</p>		<p>Complete a spending review to ensure resources are aligned to the Council's priorities.</p> <p>Complete a review of the Council's Corporate Asset Management Plan.</p> <p>Ensure that all public caller buildings in Highland Council are DDA compliant.</p> <p><i>See above the review of ward forums and political arrangements.</i></p> <p><i>See above the reporting of all audit reviews to Committees.</i></p> <p>The Council is prepared to implement the requirements following the Crerar Review of regulation.</p>	<p>Depute Chief Executive</p> <p>Director of Housing and Property</p> <p>Director of Housing and Property/Assistant Chief Executive</p> <p>Assistant Chief Executive/ Head of Policy and Performance/ Directors</p>	<p>December 2008</p> <p>April 2009</p> <p>December 2010</p> <p>April 2009</p>	<p>2009/10 Budget and high-level budget for 2010/11(including efficiency measures) agreed –Feb '09 with priorities recognising the Council priorities</p> <p>Asset Management Plan published</p> <p>Revised plan indicates all SPI buildings will be compliant in 2011 Action Plan/ response published</p>	<p>G</p> <p>G</p> <p>G</p> <p>G</p>

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
	<p>The Council welcomes scrutiny and is proactive in undertaking a review of its services, via the Internal Audit team, and the external auditors. All reviews are reported to Strategic Committees and the Audit and Scrutiny Committee.</p> <p>The Council has agreed a review of voluntary sector funding, which includes commissioning services from the voluntary sector</p>		<p>Compact agreed with the voluntary sector</p> <p>New model contracts available for use by Services</p> <p>Single system for discretionary grants designed and in place (including review of current grants)</p>	<p>Head of Policy & Performance/Deputy Chief Exec/Director of Finance</p> <p>As above</p> <p>As above</p>	<p>Negotiations from March 2008 to March 2011</p> <p>August 2008</p> <p>June 2009</p>	<p>See evidence regarding Audit and Scrutiny Committee above</p> <p>6 Consultation events March 2008 to February 2009</p> <p>Reported to SMT October 2008. Reported to SW& Housing Committee November 2008</p>	<p>A</p> <p>A</p>

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
3	<p>Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money</p>		<p><i>See above the review of spending, the alignment of resource allocation to corporate priorities and the quarterly review of financial management.</i></p> <p><i>See above the reporting of the Annual Accounts, Annual Performance and Efficiency Statement.</i></p> <p><i>See above the internal and external audit programme which is reported to Committee and published on the Council's website.</i></p>				
	<p>The Council will fulfil its statutory obligations in respect of equal opportunities and Strategic Environmental Assessment (SEA)</p>		<p>All plans, programmes and strategies screened for relevance for Strategic Environmental Assessment, with procedures followed for taking impact assessment forward.</p> <p>Equalities screening embedded in the Service Plan process and monitored.</p>	<p>All Directors</p> <p>Assistant Chief Exec/ Head of Policy & Performance/ Directors</p>	<p>On-going</p> <p>From May 2008</p>	<p>Reports to Strategic Committees</p> <p>Revised Plans agreed May/June 2008</p>	<p>A</p> <p>G</p>

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
			Race Equality Scheme reviewed	Assistant Chief Executive/Head of Policy and Performance	End Nov 2008	Reported to Resources Committee December 2008	G
			Single Equality Plan agreed		December 2009	Six monthly reports to Resources Committee	G

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

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
1	<p>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.</p> <p>The Council completed a review of its Senior Management in 2007 and changes have been implemented. All Senior Managers have agreed job descriptions which state their roles and responsibilities.</p> <p>The Council completed a review of its political arrangements in 2007 and implemented these in May 2007.</p> <p>The Council has implemented the agreed remuneration scheme for members published by Scottish Government and publishes members expenses annually, in accordance with the regulations.</p>		<p>Complete the implementation of a new pay and grading structure, as a result of job evaluation.</p> <p>Complete the implementation of role descriptions for all members.</p> <p>Implement recommendations of the Review of Political Arrangements.</p>	<p>Assistant Chief Executive/Head of Personnel</p> <p>Chief Executive/Assistant Chief Executive</p> <p>Chief Executive</p>	<p>December 2008</p> <p>September 2009</p> <p>December 2008</p>	<p>New Pay & Grading structure in place and implemented</p> <p>Role Descriptions agreed</p> <p>Report to Council September 2008</p>	<p>G</p> <p>G</p> <p>G</p>

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
2	<p>Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of members and officers are carried out to a high standard</p> <p>The Council has agreed Standing Orders and Scheme of Delegation which are formally reviewed annually. Most recently these were reviewed and reported to Council in March 2008.</p> <p>The Council has an agreed Employee Code of Conduct and members have been trained on the Member Code of Conduct.</p> <p>A Training Needs Assessment of Members has been completed and a Training Programme is being developed to address identified training needs.</p> <p>The Council has appointed a section 95 officer (Depute Chief Executive) responsible for</p>		<p><i>See above the plan to implement role descriptions for Members.</i></p> <p>Complete annual review of Standing Orders and the Scheme of Delegation and Administration.</p> <p>Complete a review of the Employee Code of Conduct.</p> <p>Agree annual Training Programme for Members.</p> <p>Develop Personal Development Plans for Members.</p>	<p>Assistant Chief Executive/Democratic Services Manager</p> <p>Assistant Chief Executive/Head of Legal & Democratic Services Manager</p> <p>Assistant Chief Executive/Employee Development Manager</p> <p>Assistant Chief Executive/Employee Development Manager</p>	<p>September 2008</p> <p>December 2008</p> <p>September 2008</p> <p>March 2009</p>	<p>Annual Review completed</p> <p>Revised Code published</p> <p>Training Programme for Members 08 – 09</p> <p>Personal Development Plans developed and approved</p>	<p>G</p> <p>R</p> <p>G</p> <p>G</p>

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
	<p>financial matters.</p> <p>The Council has appointed a monitoring officer (Assistant Chief Executive) to ensure that agreed procedures are followed and regulations are complied with.</p>						
3	<p>Ensuring relationships between the authority, its partners and the public are clear so that each know what to expect of each other</p> <p>The Council publishes an annual diary which details all the meetings to be held to consider reports, make decisions and monitor performance in service delivery and financial management.</p>		<p><i>See above plans to develop further training for members, job descriptions and personal development plans.</i></p> <p><i>See above arrangements in place to monitor service delivery via Quarterly Performance Reviews, Strategic Committees and the Audit and Scrutiny Committee and programme of internal and external audits.</i></p> <p>Review annually the schedule of Council and Committee meetings and publish the Council Diary.</p>	Assistant Chief Executive/Democratic Services Manager.	September 2008	Council Diary agreed by Council September 2008	G

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
	<p>The Council will agree with partners a Single Outcome Agreement for the Highlands by end June 2008.</p> <p>Consultation arrangements are in place through Ward Forums and an annual Public Performance Survey.</p>		Complete Public Performance Survey.	Assistant Chief Executive/Head of Policy and Performance	September 2008	Report to Council 30 October 2008	G

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

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
1.	<p>Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance.</p> <p>Members and officers have received training in relation to their respective Codes of Conduct.</p> <p>Member Code of Conduct implemented at all Council and Committee meetings to ensure that decision making is open and transparent.</p> <p>Financial Standing Orders and Contract Standing Orders are agreed and reviewed regularly and officers and Members are trained in respect of their obligations.</p>		<p><i>See above the plans to introduce further training, job descriptions and personal development plans for Members.</i></p> <p><i>See above plans to review the Employee Code of Conduct.</i></p> <p>Complete review of Financial Regulations and Contract Standing Orders.</p> <p>Continue training for Disciplinary and Grievance Procedures.</p>	<p>Depute Chief Executive & Finance Director</p> <p>Assistant Chief Executive/Head of Personnel</p>	<p>October 2009</p> <p>On-going</p>	<p>Revision of CSOs competed and agreed by Resources Committee December 08. Financial Regs on target for October 2009</p> <p>Record of attendees on course/Management Passport</p>	G

<p>2.</p>	<p>Ensuring that organisational values are put into practice and are effective.</p> <p>The Council is rolling out Performance Development Plans to all employees. In the 2007 Employee Survey 45% reported that they had received a PDP.</p> <p>Managers continue to be trained on conducting PDPs to ensure an effective roll out across all services.</p> <p>The Council has agreed job descriptions and person specifications for all Senior Managers, which refers to their statutory responsibilities. There is also an agreed Scheme of Delegation which clearly states the responsibilities of senior managers.</p> <p>The Council maintains a Register of Declaration of Gifts to Employees, maintained by the Monitoring Officer.</p>		<p>Develop organisational values framework</p> <p>Continue to roll out Performance Development Plans to employees.</p> <p>Management Development Programme to continue to develop managers in respect of performance management and development of employees.</p> <p>Implement Performance and Development Plans for all Senior Managers (Directors/Corporate Managers/Heads of Service/Area Managers) based on leadership competencies.</p>	<p>Assistant Chief Executive/Head of Personnel/Head of Policy & Performance</p> <p>All Directors/Corporate Managers/Heads of Service</p> <p>Assistant Chief Executive/Employee Development Manager</p> <p>Chief Executive/Assistant Chief Executive</p>	<p>December 2009</p> <p>On-going</p> <p>On-going</p> <p>September 2008</p>	<p>Values published</p> <p>Staff survey 2010</p> <p>Record of attendees on courses/ Management Passport</p> <p>Plans agreed by Chief Executive with all Directors</p>	<p>G</p> <p>G</p> <p>G</p> <p>G</p>
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PRINCIPLE 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
1	<p>Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny.</p> <p>The Council structure includes an Audit and Scrutiny Committee which challenges and monitors the Council's performance.</p> <p>The Council maintains a Register of Interest and Declaration of Gifts for Members and employees.</p> <p>The Council has an agreed Complaints Handling Procedure which is under review to ensure compliance with best practice.</p>		<p><i>See above the plan to develop role descriptions for members, personal development plans and further training which will include the scrutiny role.</i></p> <p><i>See above the plan to review the Complaints Procedure.</i></p> <p>Ensure that all Internal and External Audits are reported to, and monitored by, the Audit and Scrutiny Committee.</p> <p>Ensure the Register of Interest for Members is maintained and that Members and employees are reminded on a 6 monthly basis of the need to register any new interests.</p>	<p>Depute Chief Executive/Head of Internal Audit & Risk Management</p> <p>Assistant Chief Executive/Democratic Services Manager</p>	<p>On-going</p> <p>On-going</p>	<p>Reports to A & S Committee</p> <p>Register maintained and available to public</p>	<p>G</p> <p>G</p>

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
	<p>The Council has an agreed Publications Scheme and a rigorous process in place to ensure an effective response to Freedom of Information requests.</p> <p>Meetings open to the public, reports and agendas published on website and publicly available in advance of meetings</p>						
2	<p>Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs.</p> <p>The Council has an established and experienced finance and legal services which provide professional support and advice to services in respect of service delivery and decision making.</p> <p>All reports submitted to Council and Committees have to include a resource implications section</p>		<p>Ensure that the guidance on report writing is reinforced through management development and induction training.</p> <p>Develop an Information Management Strategy to ensure that the Council is managing its information properly in order to inform service delivery and the decision making process.</p>	<p>Assistant Chief Executive/Employee Development Manager</p> <p>Assistant Chief Executive/Head of eGovernment</p>	<p>September 2008</p> <p>March 2009</p>	<p>Enhanced module on Report writing as part of Management programme</p> <p>Information Management Strategy published</p>	<p>G</p> <p>G</p>

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
	and finance, legal and personnel services are consulted on relevant issues prior to the report being finalised. Guidance on report writing are available to all managers via the Intranet and are kept under review.						
3	Ensuring that an effective risk management system is in place. The Council has an agreed Corporate Risk Management Strategy and a Corporate Risk Register and Service Risk Registers which are reviewed regularly and reported 6 monthly to the Audit Scrutiny Committee. All Risk Action Plans are incorporated within Service Plans and monitored at Quarterly Performance Reviews.		Ensure the Corporate Risk Register is reported on a 6 monthly basis to the Audit Scrutiny Committee. Ensure that the Corporate and Service Risk Registers are monitored at Quarterly Performance Reviews. Corporate Risk Register reviewed annually including existing and new Corporate risks	Head of Internal Audit & Risk Management Depute Chief Executive/Director of Finance/All Directors Chief Executive	On-going On-going December 2008	Report to A & S Committee Action Notes of QPR Report to Audit and Scrutiny Committee	G G G

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
	The Council has an agreed Whistleblowing Policy which is available to employees on the Intranet.						
4	<p>Using their legal powers to the full benefit of the citizens and communities in their areas.</p> <p>The Council has an established Legal Services which provides advice and support across the organisation to ensure it operates legally and fulfils the general responsibilities placed upon it by legislation.</p> <p>The Council has an agreed Scheme of Delegation and Administration and Standing Orders which include financial and contract procedures.</p>		<i>See above the plans to review annually the Scheme and Standing Orders and Procedures.</i>				

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

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
1	<p>Making sure that members and officers have the skills, knowledge, experience and resources they need to perform their roles well.</p> <p>The Council has Induction Programmes in place for employees and Members. All Members received Induction Training following the Election in 2007.</p> <p>Management Development Programme is available to senior managers.</p> <p>Corporate Training Programme, for all employees, which includes key corporate priorities which are reviewed annually.</p>		<p><i>See above plans to develop further training for Members.</i></p> <p>Complete a review of arrangements for the induction of new employees.</p> <p>Introduce Performance and Development Plans for Senior Managers including those who have statutory responsibilities.</p> <p>Ensure that statutory officers undertake continuing professional development.</p> <p>Introduce Service Training Plans based on the evidence gathered through PDPs.</p> <p>Review Corporate Training Priorities</p>	<p>Assistant Chief Executive/ Employee Development Manager</p> <p>Chief Executive/ Assistant Chief Executive</p> <p>Chief Executive/ Directors</p> <p>Directors/Corporate Managers/Heads of Service</p> <p>Assistant Chief Executive/Employee Development Manager</p>	<p>March 2009</p> <p>September 2008</p> <p>September 2008</p> <p>March 2009</p> <p>March 2009</p>	<p>Revised induction arrangements</p> <p>Plan agreed with Chief Executive</p> <p>Plan agreed with Chief Executive</p> <p>Training plan published</p> <p>Reviewed Training Plan implemented</p>	<p>A</p> <p>G</p> <p>G</p> <p>A</p> <p>G</p>

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
2	Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group.		<i>See above the plan for personal development plans for members and senior managers. Also the intention to introduce further training for members and officers to meet identified training needs</i>				
3	<p>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.</p> <p>The Council has a Workforce Development Plan which is reviewed annually and deals with the issue of recruitment and retention and workforce development. The Council is undertaking a job evaluation exercise and has already made compensation payments to employees in respect of Equal Pay.</p>		<p>Review annually the Workforce Development Plan for the Council.</p> <p>Implement a new pay and grading structure and harmonised terms and conditions for employees.</p> <p>Continue training for those involved in recruitment of employees.</p> <p>Develop Recruitment Strategy to continue to develop on-line recruitment.</p>	<p>Head of Personnel</p> <p>Assistant Chief Executive/Head of Personnel</p> <p>Assistant Chief Executive/Head of Personnel</p> <p>Assistant Chief Executive/Head of Personnel</p>	<p>March 2009</p> <p>December 2008</p> <p>On-going</p> <p>March 2009</p>	<p>Report to Resources Committee</p> <p>New pay structure implemented</p> <p>Record of attendees on course /Management passport</p> <p>Strategy published</p>	<p>G</p> <p>A</p> <p>G</p> <p>R</p>

Recruitment for posts is undertaken internally and externally						
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PRINCIPLE 6: Engaging with local people and other stakeholders to ensure robust public accountability

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
1	<p>Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders and including partnerships, and develops constructive accountability relationships.</p> <p>The Council reviewed its political structures in 2007 and put these new arrangements in place following the May 2007 elections. This included the introduction of 22 Ward Forums which are intended to improve community engagement at ward level including Community Councils and other community groups.</p>		<p><i>See above the Reviews of Ward Forums, Political Arrangements community planning arrangements and performance management model which the Council is undertaking to ensure its decision making and community engagement is appropriate and fit for purpose.</i></p> <p>Publish an annual report of the work of the Audit Scrutiny Committee.</p> <p>Publish annual Tactical Internal Audit Plan.</p> <p>Publish Annual Health and Safety Report</p>	<p>Head of Internal Audit & Risk Management</p> <p>Head of Internal Audit & Risk Management</p> <p>Head of Personnel/ Health and Safety Manager</p>	<p>June 2008</p> <p>April 2009</p> <p>December 2008</p>	<p>Report to A & S Committee</p> <p>Report to A & S Committee</p> <p>Report to Resources Committee</p>	<p>G</p> <p>G</p> <p>G</p>

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
	<p>The Council publishes an Annual Tactical Plan for Internal Audit which is approved by the Audit Scrutiny Committee.</p> <p>Audit Scotland publishes an Annual Audit Plan and undertakes a Strategic Risk Assessment upon which its audit work is based and this is reported to the Audit and Scrutiny Committee.</p> <p>All internal and external audits are reported to the Audit and Scrutiny Committee.</p> <p>The Council has a Health and Safety Policy and publishes an annual Health and Safety Report.</p>		<p>Complete the review of Health and Safety structures within the Council.</p>	<p>Head of Personnel/Health and Safety Manager</p>	<p>December 2008</p>	<p>December 2008</p> <p>Report to Resources Committee December 2008</p>	<p>R</p>

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
2	<p>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 or in partnership.</p> <p>All meetings of Council, Committees and Sub-Committees are held in public unless there are items which of necessity can not be dealt with in public.</p> <p>Reports are made available to the public and published on the Council website 7 days in advance of the meeting.</p> <p>The Council has Plans in respect of Race Equality, Gender Equality and Disability Equality and these are monitored through Quarterly Performance Reviews and</p>		<p><i>See above the plan to review the political arrangements, including a review of ward forums, community planning and exploring the new performance management model. These will consider how dialogue and accountability can be improved and demonstrated with stakeholders.</i></p> <p>Develop a Protocol for the Use of Video Conferencing to support participation of local members in key forums and decision making.</p> <p>Consider the use of web casting to improve the access of the public and stakeholders to decision making.</p> <p>Develop a Single Equality Scheme.</p>	<p>Assistant Chief Executive/Democratic Services Manager</p> <p>Assistant Chief Executive/Public Relations Manager</p> <p>Head of Policy & Performance</p>	<p>September 2008</p> <p>September 2008</p> <p>December 2009</p>	<p>Protocol published</p> <p>Action Plan agreed</p> <p>Plan published</p>	<p>G</p> <p>G</p> <p>G</p>

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
	<p>reported every 6 months to Resources Committee.</p> <p>Planning and Licensing Committees and Ward Forums are held in local areas to enhance the visibility and transparency of decision making within the community.</p> <p>An Annual Performance Report is published and made publically available through the website and a supplement in local newspapers.</p> <p>The Council has adopted the national standard for community engagement and this is one of its corporate training priorities.</p>						
3	Making best use of human resources by taking and active and planned approach to meet responsibility to staff						

	Supporting Principle		Further Action	Lead Officer	Target Date	Evidence	RAG Status
	<p>Scheme of Delegation details role of Joint Consultative Group which provides a quarterly Forum between trade unions and Council</p> <p>Central Safety Group and Area Safety Groups meet quarterly to ensure health and safety of staff is maintained at all times</p> <p>Council has recently reviewed and agreed a new health and safety Consultation policy</p>		<p>Annual report on health and safety</p> <p>Health and safety training for managers</p>	<p>Assistant Chief Executive/Head of Personnel</p> <p>Assistant Chief Executive/Head of Personnel</p>	<p>December 2008</p> <p>March 2009</p>	<p>Report to Resources</p> <p>Completed and on-going</p>	<p>G</p> <p>G</p>