

## **LOCAL CODE OF CORPORATE GOVERNANCE CORPORATE SELF-ASSESSMENT**

### **Introduction**

Angus Council operates through a governance framework based on legislative requirement, governance principles and management processes. Over the last few years the council has put effort into ensuring that its governance arrangements are robust and lead to good practice.

In 2001 a local code of corporate governance was adopted, that code being based on a governance framework document published by CIPFA/SOLACE. In 2008, CIPFA/SOLACE produced a new framework 'Delivering Good Governance in Local Government'. As a result, the council reviewed its governance arrangements and revised the local code of corporate governance.

The Code describes the principles of good governance and how the council aims to achieve these.

Compliance with the code is assessed on an annual basis by the Corporate Governance Officers Group (CGOG) on behalf of the Chief Executive. Membership of the group is drawn from the Chief Executive's Unit and all Directorates and comprises the Service Manager Governance & Consultancy (Chair), Head of Legal & Democratic Services, Head of Corporate Improvement & Finance, Head of Quality & Performance and Strategic Director-Communities.

The results of that assessment (this document) will be reported to the Executive Management Team and the Scrutiny & Audit Committee. The report will incorporate recommendations for additions and/or improvements to the code, to reflect any changes in the way in which the council does business or new legislation affecting the council's governance arrangements.

The CGOG's assessment of compliance will be reflected in an Annual Governance Statement which will be approved by the Scrutiny and Audit Committee and signed by the Leader of the Council and the Chief Executive for inclusion in the council's annual accounts.

The Annual Governance Statement will also be informed by the Audit Manager's independent review of the Council's risk management processes, systems of internal control and corporate governance processes.

### **Self-assessment scoring**

1 = non compliant          2 = partially compliant          3 = fully compliant

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

<b>Good Governance is about:</b>	<b>To demonstrate its commitment to good governance, the council will:</b>	<b>Evidence review</b>	<b>Corporate self-assessment</b>
Exercising strategic leadership by developing and clearly communicating the Council's purpose and vision and its intended outcome for citizens and service users.	Develop and promote our purpose and vision.	<p>The Angus Community Plan (ACP) and Single Outcome Agreement (SOA) 2013-16 sets out the vision for Angus over the 10 years from 2013 and details the short to medium term actions and targets in relation to the five priorities of the Angus Community Planning Partnership (ACPP).</p> <p>The Council Plan 2014-17 is developed from the SOA and sets out the Council's ambitions and priorities for Angus.</p> <p>Both documents have been widely published and are available on the council's website</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>
	Review on a regular basis our vision for the local area.	Local Outcome Improvement Plans are currently under development and will be agreed during 2016/17	<p>2014/15 3</p> <p><b>2015/16 3</b></p>
	Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners.	<p>ACPP agreed five priority outcome areas for Angus.</p> <p>Locality planning approach introduced in 2015.</p> <p>2014/15 Scrutiny Panel – Partnership Working. Update report to April S&amp;A (R159/16) – All actions completed</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>
	Publish an annual report on a timely basis to communicate our activities and achievements, financial position and performance.	<p>ACP &amp; SOA 2014/15 highlight report (R389/15)</p> <p>Directorate mid term and annual reports.</p> <p>Angus Council Annual Accounts 2014/15 (R391/15)</p> <p>Draft accounts for 2016/17 will be submitted to the Scrutiny &amp; Audit committee in August 2016.</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>

<b>Good Governance is about:</b>	<b>To demonstrate its commitment to good governance, the council will:</b>	<b>Evidence review</b>	<b>Corporate self-assessment</b>
Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning.	Make sure that the information needed to review service quality effectively and regularly is available.	<p><a href="#">‘How We Perform’</a> section of the website  <a href="#">Performance &amp; Statistics section of website.</a></p> <p>Local Government Benchmarking Framework  Directorate mid year &amp; annual reports</p> <p>External scrutiny / inspection reports</p> <p>Covalent performance management system</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>

Good Governance is about:	To demonstrate its commitment to good governance, the council will:	Evidence review	Corporate self-assessment
	Put in place arrangements to identify and deal with failure in service delivery.	<p>Corporate Complaints procedures follow the SPSO model.</p> <p>Complaints summary reports to S&amp;A.</p> <ul style="list-style-type: none"> <li>• R162/16 corporate complaints April – Dec 2016. Full yr report to S&amp;A June 16 (R260/16).</li> <li>• R163/16 Complaints raised with SPSO Oct 15 to March 16. R457/15 Complaints raised with SPSO April-Sept 15.</li> <li>• R164/16 Complaints Raised with Commissioner for Ethical Standards in Public Life April 15 to March 16</li> </ul> <p>Directorate Annual Reports summarise complaints during year.</p> <p>Business continuity plans set out the framework within which the council aims to continue to deliver critical services in the event of an emergency.</p> <ul style="list-style-type: none"> <li>• IA15-12 Complaints Management (No level 1 recs, Six Level 2)</li> <li>• IA15-16 Business Continuity Management / Planning (No recommendations)</li> </ul> <p>2014/15 AGS action Plan CGAP_0003, completed June 2016</p>	<p>2014/15 2</p> <p><b>2015/16 3</b></p>

<b>Good Governance is about:</b>	<b>To demonstrate its commitment to good governance, the council will:</b>	<b>Evidence review</b>	<b>Corporate self-assessment</b>
Ensuring that the Council makes best use of resources and that tax payers and service users receive excellent value for money	Review the use of resources and monitor service delivery	<p>Local Government Benchmarking Framework</p> <p>Budget monitoring reports</p> <p>Medium Term Financial Strategy reviewed and updated annually. In 2015/16 an additional review was undertaken following the announcement of the 2016/17 Local Government Finance Settlement (R347/15, R121/16)</p> <p>BV Audit March 2016 (report expected September 2016)</p> <p>Transforming Angus programme – update reports to P&amp;R and S&amp;A (most recently R113/16)</p> <p>IA15-21 Transforming Angus Benefits Realisation (Five Level 1 recs)</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>

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

<b>Good Governance is about:</b>	<b>To demonstrate its commitment to good governance, the council will:</b>	<b>Evidence review</b>	<b>Corporate self-assessment</b>
Ensuring effective leadership throughout the Council and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function	Set out a statement of the respective roles and responsibilities of members and of senior officers.	Member / Officer protocol Standing Orders (including Order of Reference of Committees and Scheme of Delegation to Officers) Job descriptions	2014/15 3 <b>2015/16 3</b>
Ensuring that a constructive working relationship exists between Council members and officers and that the responsibilities of members and officers are carried out to a high standard.	Determine a scheme of delegation and reserve powers, taking account of relevant legislation, and ensure that it is monitored and updated when required	Standing Orders (including Order of Reference of Committees and Scheme of Delegation to Officers) reviewed and updated September 2015 (R344/15)  Further review will be undertaken in 2016/17 to take account of IJB governance arrangements – see R185/16	2014/15 3 <b>2015/16 3</b>
	Make the Chief Executive responsible and accountable to the Council for all aspects of operational management.	Chief Executive job description and appraisal process.	2014/15 3 <b>2015/16 3</b>

Good Governance is about:	To demonstrate its commitment to good governance, the council will:	Evidence review	Corporate self-assessment
	Ensure the Leader and Chief Executive are clear on their respective roles and that a shared understanding of roles and objectives is maintained.	Job descriptions. Weekly meetings	2014/15 3 <b>2015/16 3</b>
	Make the Head of Corporate Improvement & Finance (section 95 officer) responsible for ensuring appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining effective systems of internal financial control.	S95 officer consulted on all committee reports. S95 officer membership of CMT. Job description and appraisal process  External audit opinion on annual accounts and comment on annual accounts processes	2014/15 3 <b>2015/16 3</b>
	Make the Head of Legal and Democratic Services (monitoring officer) responsible for ensuring that agreed procedures are in place.	Monitoring Officer consultation on all committee reports. Job description and appraisal	2014/15 3 <b>2015/16 3</b>
Ensuring relationships between the Council, its partners and the public are clear so that each know what to expect of the other.	Develop protocols to ensure effective communication between members and staff in their respective roles	Member/Officer protocol Employee Code of Conduct Councillors' Code of Conduct	2014/15 3 <b>2015/16 3</b>

Good Governance is about:	To demonstrate its commitment to good governance, the council will:	Evidence review	Corporate self-assessment
	Ensure that an established scheme for remuneration of members and staff and an effective structure for managing the process is in place	Scheme of remuneration for members. Details of all councillors' expenses and remuneration are published on an annual basis. (R187/16) Personnel Policies Conditions of Service Job Evaluation Scheme	2014/15 3 <b>2015/16 3</b>
	Ensure that effective mechanisms exist to monitor service delivery.	'How We Perform' section of the website <a href="#">Performance &amp; Statistics section of website.</a> Local Government Benchmarking Framework Directorate mid year & annual reports Complaints procedures and monitoring CMT meetings Directorate management team meetings Covalent performance management system	2014/15 3 <b>2015/16 3</b>
	Ensure that our vision, corporate plan, 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	ACPP Locality Planning and Charrettes People Directorate Community Engagement Strategy (R282/15 Schedule 5)  R14/16 Consultation on Angus IJB draft strategic plan  Website and social media Citizens' panel Tenants' panel	2014/15 3 <b>2015/16 3</b>
	When working in partnership ensure that members are clear about respective roles and responsibilities both individually and collectively.	ACPP Terms of Reference 2014/15 Scrutiny Review Governance training provided for elected members on Angus Alive Board and Health & Social Care Integrated Joint Board.	2014/15 3 <b>2015/16 3</b>



<b>Good Governance is about:</b>	<b>To demonstrate its commitment to good governance, the council will:</b>	<b>Evidence review</b>	<b>Corporate self-assessment</b>
	When working in partnership, ensure that there is clarity about the legal status of the partnership; and ensure that representatives of organisations both understand and make clear to all other partners the extent of their ability to bind their organisation to partner decisions.	<p>Governance training for elected members on Angus Alive Board and Health &amp; Social Care Integrated Joint Board.</p> <p>Internal Audit reviews</p> <ul style="list-style-type: none"> <li>• 15-15 Angus Alive Governance (1 Level 2 rec)</li> <li>• 15-20 HSCI (no level 1 recs.)</li> </ul> <p>IJB Governance post implementation R185/16</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>

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

<b>Good Governance is about:</b>	<b>To demonstrate its commitment to good governance, the council will:</b>	<b>Evidence review</b>	<b>Corporate self-assessment</b>
Ensuring Council members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance	Ensure that our leadership sets a tone for the organisation by creating a climate of openness, support and respect.	Standing Orders Employee and Councillors' Codes of Conduct Governance Assurance Statements Leadership Forum / Middle Managers Forum	2014/15 3  <b>2015/16 3</b>
	Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the Council, its partners and the community are defined and communicated through codes of conduct and protocols.	Codes of Conduct Complaints Procedure / Register of Complaints Counter-Fraud Strategy Whistleblowing Policy Anti-Bribery Policy Anti Money Laundering Policy  R158/16 Corporate Counter-Fraud review  Counter-fraud framework currently under review – 2014/15 AGS action plan, CGAP_0001, target completion date Dec 2016	2014/15 3  <b>2015/16 3</b>

Good Governance is about:	To demonstrate its commitment to good governance, the council will:	Evidence review	Corporate self-assessment
	Put in place arrangements to ensure that members and staff 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.	Standing Orders Financial Regulations Register of Interests Register of Gifts & Hospitality Declaration of interests at committee meetings Regular reminders issued to staff.	2014/15 3  <b>2015/16 3</b>
Ensuring that organisational values are put into practice and are effective	Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations, and communicating these with members, staff, the community and partners.	Codes of conduct. Competency Framework. Leadership Forum / Middle Managers Forum <a href="#">Customer Care Standards</a> Customer Care Scrutiny Panel Review R255/16	2014/15 3  <b>2015/16 3</b>
	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.	Human Rights / Equality Impact Assessments  2014/15 AGS action plan CGAP_0006 completed.	2014/15 3  <b>2015/16 3</b>
	Develop and maintain an effective standard of conduct mechanism	Codes of Conduct for Officers and elected members  Reports to S&A on complaints referred to SPSO and Commissioner for Ethical Standards in Public Life. R457/15, R163/16, R164/16	2014/15 3  <b>2015/16 3</b>

<b>Good Governance is about:</b>	<b>To demonstrate its commitment to good governance, the council will:</b>	<b>Evidence review</b>	<b>Corporate self-assessment</b>
	Use our shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the Council.	Committee reports include link to ACP/SOA Priority Based Budgeting	2014/15 3  <b>2015/16 3</b>

**PRINCIPLE 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk**

<b>Good Governance is about:</b>	<b>To demonstrate its commitment to good governance, the council will:</b>	<b>Evidence review</b>	<b>Corporate self-assessment</b>
Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny.	Ensure effective scrutiny arrangements are in place which encourage constructive challenge and enhance our performance overall and that of any organisation for which we are responsible.	Scrutiny & Audit committee with independent Chair and majority of non-administration members  Scrutiny Review Process Update report 159/16  All Audit Scotland local government reports submitted to S&A committee for consideration	2014/15 3  <b>2015/16 3</b>
	Ensure that there are open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and consideration on which decisions are based.	Committee minutes and reports on website.  Ratification of urgent decisions reported to committee in accordance with Standing Orders.  Scheme of delegation to officers	2014/15 3  <b>2015/16 3</b>
	Ensure that there are arrangements to safeguard members and staff against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice.	Minuted declarations of interest at committees. Record of members not taking part in debate.  Codes of conduct.  Registers of interests / gifts & hospitality	2014/15 3  <b>2015/16 3</b>
	Maintain an effective independent audit committee	Remit and membership set out in Standing Orders. Independent chair. Majority of non-administration members.	2014/15 3  <b>2015/16 3</b>

<b>Good Governance is about:</b>	<b>To demonstrate its commitment to good governance, the council will:</b>	<b>Evidence review</b>	<b>Corporate self-assessment</b>
	Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints.	Corporate complaints process based on SPSO model. IA review 15-12 Complaints Management Customer Charter AGS 14/15 Action Plan CGAP_0003, completed June 2016	2014/15 3 <b>2015/16 3</b>
Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs	Ensure that those making decisions are provided with information that is fit for purpose – relevant, timely and gives explanations of technical issues and their implications	Standardised format for committee reports. Consultation with statutory officers on all committee reports (and other officers as appropriate) Pre agenda meetings Elected member briefings	2014/15 3 <b>2015/16 3</b>
	Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately.	Draft committee reports subject to consultation with Chief Financial Officer and Monitoring Officer. Elected members have ready access to Chief Exec and statutory officers. Standing Order 16(9) and guidance note	2014/15 3 <b>2015/16 3</b>

<b>Good Governance is about:</b>	<b>To demonstrate its commitment to good governance, the council will:</b>	<b>Evidence review</b>	<b>Corporate self-assessment</b>
Ensuring that an effective risk management system is in place	Ensure that risk management is embedded, with members and managers at all levels recognising that risk management is part of their job	<p>Risk Management Strategy (Revised June 2016, R241/16)</p> <p>Risk guidance on intranet</p> <p>Corporate Risk Register – quarterly update reports to S&amp;A.</p> <p>Risks section in committee reports on major issues.</p> <p>Risk training provided</p> <p>Risk considered as part of annual assurance</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>
	Ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the Council have access	Whistleblowing policy in place (currently under review) and available on intranet.	<p>2014/15 3</p> <p><b>2015/16 3</b></p>
Using legal powers to the full benefit of the citizens and communities in the area	Actively recognise the limits of lawful activity placed on the Council by, for example, the ultra vires doctrine but also strive to utilise powers to the full benefit of the communities	<p>Standing Orders and Financial Regulations designed to ensure compliance with legislation.</p> <p>Committee reports reviewed by Legal &amp; Democratic Services.</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>

<b>Good Governance is about:</b>	<b>To demonstrate its commitment to good governance, the council will:</b>	<b>Evidence review</b>	<b>Corporate self-assessment</b>
	Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on the Council by public law	Standing Orders and Financial Regulations designed to ensure compliance with legislation.  Committee reports reviewed by Legal & Democratic Services.	2014/15 3  <b>2015/16 3</b>
	Observe all specific legislative requirements placed upon the Council, and in particular integrate the key principles of good administrative law – rationality, legality and natural justice – into our procedures and decision-making processes	Roles of Monitoring Officer, s95 officer and Chief Social Work Officer.  Legal & financial input into committee reports	2014/15 3  <b>2015/16 3</b>



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

<b>Good Governance is about:</b>	<b>To demonstrate its commitment to good governance, the council will:</b>	<b>Evidence review</b>	<b>Corporate self-assessment</b>
Making sure that members and officers have the skills, knowledge, experience and resources they need to perform their roles well.	Provide induction programmes tailored to individual needs and opportunities for members and staff to update their knowledge on a regular basis.	<p>Members' induction following elections, supplemented by additional training and briefing sessions.</p> <p>Members on Scrutiny and Audit, the Civic Licensing Committee, Development Standards and Licensing Board have also received specific training related to the responsibilities on these committees.</p> <p>Members' personal development plans</p> <p>Induction / e-induction for staff</p> <p>Annual programme of training courses</p> <p>Appraisal process includes discussion of training needs</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>
	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 Council.	<p>Job description / person specification</p> <p>Annual appraisal, including personal development plan, for each officer</p> <p>Statutory duties set out in Standing Orders.</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>

Good Governance is about:	To demonstrate its commitment to good governance, the council will:	Evidence review	Corporate self-assessment
	Facilitate learning and development opportunities for members and staff.	Personal development plans include training. Programme of training and development opportunities Significant investment in leadership development Mandatory e-learning on complaints and data protection.	2014/15 3 <b>2015/16 3</b>
Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group.	Assess the skills required by members and staff and make a commitment to develop those skills to enable roles to be carried out effectively.	Personal development plans for elected members and staff. Annual appraisal and regular one-to-one meetings Leadership development training	2014/15 3 <b>2015/16 3</b>
	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.	Ongoing training for elected members and staff. Competency framework in place TA work with EY as strategic partner	2014/15 3 <b>2015/16 3</b>
	Ensure that effective arrangements are in place for addressing any training or development needs.	Personal development plans Annual appraisal and regular one-to-one meetings.	2014/15 3 <b>2015/16 3</b>

<b>Good Governance is about:</b>	<b>To demonstrate its commitment to good governance, the council will:</b>	<b>Evidence review</b>	<b>Corporate self-assessment</b>
Building capacity with individuals and communities so that best use can be made of individuals' skills within and for their communities	Ensure that effective arrangements are in place designed to encourage individuals from all sections of the community to engage with and contribute to our work.	Scheme of Establishment for Community Councils  Community Planning in Localities  Citizens' Panel  Tenants' Scrutiny Panel  Community Asset transfer scheme	2014/15 3  <b>2015/16 3</b>

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

<b>Good Governance is about:</b>	<b>To demonstrate its commitment to good governance, the council will:</b>	<b>Evidence review</b>	<b>Corporate self-assessment</b>
Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships.	Be clear to our staff and the community about what we do	<p>Priorities outlined in Community Plan, Single Outcome Agreement, Council Plan. All available on the website.</p> <p>Angus Performs / Angus Council Performs</p> <p>Details of council services on website</p> <p>Press releases and social media</p> <p>Staff briefing arrangements</p> <p>Space for Success event Feb 2016</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>
	Consider those institutional stakeholders with whom we engage and assess the effectiveness of the relationships and any changes required.	<p>Annual report on SOA to Scottish Government</p> <p>Services have lists of institutional stakeholders with whom they are required to consult.</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>

Good Governance is about:	To demonstrate its commitment to good governance, the council will:	Evidence review	Corporate self-assessment
	Ensure the outcomes of our scrutiny function are open to the community and other stakeholders where appropriate.	<p>Accounts published in accordance with statutory requirements.</p> <p>Annual SOA report accessible by the public</p> <p>Council and committee minutes and reports published on website.</p> <p>Scrutiny review reports and updates submitted to S&amp;A and relevant service committee.</p> <p>Reports from the external auditor and other scrutiny and inspection bodies are reported to Council / committee.</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></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 Council, in partnership or by commissioning.	Ensure clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements to ensure that they operate effectively	<p>TA Communications Strategy</p> <p>People Directorate Community Engagement Strategy (R282/15)</p> <p>Community Planning in Localities</p> <p>Internet / social media</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>

Good Governance is about:	To demonstrate its commitment to good governance, the council will:	Evidence review	Corporate self-assessment
	Hold meetings in public unless there are good reasons for confidentiality	<p>Public notice of meetings given in accordance with Access to Information Act.</p> <p>'Forthcoming Meetings' on website. Agendas and reports published in advance of meetings. Email alert sent to press agencies.</p> <p>Records of Council meetings held with minutes published on website</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>
	Ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements will recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands	<p>Statutory Consultation</p> <p>Have Your Say</p> <p>Citizens' survey Citizens' panel</p> <p>Equalities Group</p> <p>Work with VAA</p> <p>Consultation with service users</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>
	Consult with the public and service users on our services and have feedback mechanism to demonstrate what has changed as a result.	<p>Service specific consultations</p> <p>Completed consultations section on website</p>	<p>2014/15 3</p> <p><b>2015/16 3</b></p>

Good Governance is about:	To demonstrate its commitment to good governance, the council will:	Evidence review	Corporate self-assessment
	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 satisfaction of service users in the previous period.	SOA reports Annual Accounts Directorate Improvement Plans / Annual reports Audit Scotland assessment of public performance reporting	2014/15 3  <b>2015/16 3</b>
	Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so.	Compliance with FOI & Data Protection Acts  Council/committee meetings held in public. Reports / minutes published on website.  Codes of conduct  Customer Charter	2014/15 3  <b>2015/16 3</b>

<b>Good Governance is about:</b>	<b>To demonstrate its commitment to good governance, the council will:</b>	<b>Evidence review</b>	<b>Corporate self-assessment</b>
Making best use of human resources by taking an active and planned approach to meet responsibility to staff	Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making	Consultation with trade unions Joint Negotiation Committee for teaching staff Self-assessment Workforce strategy and action plan (R48/16) Employee attitude surveys	2014/15 3 <b>2015/16 3</b>