

## WEST DUNBARTONSHIRE COUNCIL (WDC) GOOD GOVERNANCE CODE

### SECTION 1

#### FOCUSING ON THE PURPOSE OF WEST DUNBARTONSHIRE COUNCIL AND ON OUTCOMES FOR THE COMMUNITY AND CREATING AND IMPLEMENTING A VISION FOR THE WEST DUNBARTONSHIRE AREA

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
1	Exercising strategic leadership by developing and clearly communicating WDC's purpose, vision and its intended outcome for citizens and service users	1.1	Develop and promote WDC's purpose and vision	1.1.1	Maintaining an updated, approved and published corporate plan, which has been reviewed within the last 12 months
				1.1.2	Clear terms of reference are set for the preparation of Service Plans to ensure fit with Corporate Plan
				1.1.3	Service Plans clearly reflect corporate objectives
				1.1.4	Communication strategy in respect of corporate objectives has been developed, approved and implemented
				1.1.5	Documented meetings across services to discuss key objectives in Corporate and Service Plans
		1.2	Review on a regular basis the WDC vision for the local area and its impact on its governance arrangements	1.2.1	Record of the review of the WDC vision  Review of governance code

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
				1.2.2	A record "signed off" and publicised describing arrangements for deciding on WDC's purpose and vision statement. An assessment of the impact of changes in the vision document
				1.2.3	Specific requirement within Service Plan templates for information about the users experience of services and that this information has been considered within Service Planning decision making
		1.3	Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners	1.3.1	A fully signed off and published community plan which states the vision and purpose of the partnership
				1.3.2	A documented record of the process to be undergone to determine the vision and vision review of the partnership
				1.3.3	Agreement regarding the role and scope of each partners contribution to the task
				1.3.4	Evidence of compatibility between the partnership goals and the goals of WDC

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
		1.4	Publish an annual report on a timely basis to communicate WDC's activities and achievements, its financial position and performance	1.4.1	Formal Annual Report which includes the key points raised by external scrutineers and satisfies the requirement to report on outcomes as part of a Single Outcome Agreement
				1.4.2	Annual Financial statements
				1.4.3	Annual report which includes service users feedback on service delivery
2	Ensuring that users receive a high quality of service whether directly or in partnership or by commissioning	2.1	Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available	2.1.1	An agreed set of quality standard measures which have been established and approved for each service element and are included in Service Plans
				2.1.2	Clear processes in place to hear the views of users and non users from all backgrounds about the suitability and quality of services. Evidence that these views have been taken into account in Service Planning and delivery

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
				2.1.3	Comparison of information on quality of service provided by similar Councils; analysis where quality levels are different
		2.2	Put in place effective arrangements to identify and deal with failure in service delivery	2.2.1	Regular reports produced on progress on service delivery  Performance trends are established and reported upon  Committee reports summarising complaints dealt with analysed by outcome
				2.2.2	Formally approved complaints policy & procedure exists and has been reviewed and updated regularly; leaflets/posters to raise awareness amongst the public of the procedure
				2.2.3	A complaints system which records actions taken to prevent complaints recurring
				2.2.4	Evidence that complaints have informed positive service improvement
				2.2.5	Staff have been trained in dealing with complaints and are empowered and supported to deal with complaints

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
				2.2.6	One unified approach to complaint handling across WDC with a common point of entry (and that this extends to include community planning partnerships)
				2.2.7	Regular testing of complaints handling system to ensure it meets consumer needs and expectations
				2.2.8	An Audit Committee whose remit covers all types of controls (not just financial)
				2.2.9	External assurance reports are collated centrally and reports are reviewed by relevant senior management teams and reported to appropriate committee
				2.2.10	In response to external assurance reports, action plans are prepared and approved as appropriate
				2.2.11	Follow up reports on recommendations are requested and reviewed by relevant senior management team and progress is regularly reported to relevant committee

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
3	Ensuring that WDC makes best use of resources and that tax payers and service users receive excellent value for money	3.1	Decide how value for money is to be measured and make sure that WDC or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions.	3.1.1	Clear corporate instruction on how to measure VFM and a corporate requirement to monitor VFM
				3.1.2	Compare information about economy, efficiency and effectiveness of services provided by other Councils and analyse where levels are different
				3.1.3	Corporate framework/guidance for assessing environmental impact of policies, plans and decisions
				3.1.4	Costs compare well with others allowing for external factors
				3.1.5	Costs are commensurate with service delivery, performance and outcomes achieved
				3.1.6	WDC has improved VFM and achieved efficiency gains
				3.1.7	Programme of VFM exercises undertaken

**SECTION 2  
MEMBERS AND OFFICERS WORKING TOGETHER TO ACHIEVE A COMMON PURPOSE WITH CLEARLY  
DEFINED FUNCTIONS AND ROLES**

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
1	Ensuring effective leadership throughout WDC and being clear about executive and non executive functions and of the roles and responsibilities of the scrutiny function	1.1	Set out a clear statement of the respective roles and responsibilities of members generally and senior officers	1.1.1	Published job descriptions for the WDC leader of the Council and the Chief Executive
				1.1.2	Member/officer protocol
				1.1.3	Public document which sets out clearly the authorities approach to performing each of the functions of governance (The WDC code itself could be evidence)
				1.1.4	A documented and approved process for holding officers to account for achieving agreed objectives and implementing strategy

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
2	Ensuring that a constructive working relationship exists between WDC members and officers and that the responsibilities of members and officers are carried out to a high standard	2.1	Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule on those matters specifically reserved for collective decision of WDC taking account of relevant legislation and ensure that it is monitored and updated when required	2.1.1	Scheme of delegation which is, as a minimum, annually reviewed in the light of legal and WDC organisation changes
				2.1.2	Schemes of delegation for each service department which are kept under review
				2.1.3	Scheme of delegation to community planning partnerships, which is regularly reviewed
				2.1.4	Scheme of delegation to include details of matters reserved to WDC which is regularly reviewed
				2.1.5	Established terms of reference and reporting arrangements of all sub-committees of WDC
				2.1.6	Standing orders and financial regulations which are regularly reviewed



	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
		2.2	Make a Chief Executive responsible and accountable to WDC for all aspects of operational management	2.2.1	An up to date job description for the Chief Executive which sets out his/her operational responsibilities
				2.2.2	Established appraisal arrangements for the Chief Executive and all senior directors
				2.2.3	A robust performance management system which enables all operations to be reported on in terms of meeting performance standard targets and levels of satisfaction
		2.3	Develop protocols to ensure that the leader and chief executive negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained	2.3.1	Job descriptions for the leader and the chief executive which make respective roles clear
		2.4	Make a senior officer (section 95 officer) responsible to WDC 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	2.4.1	Identified post within the WDC organisational staff structure and a Current S95 officer job description; membership of top management team

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
				2.4.2	Appointment of a senior officer to the role of the Section 95 officer
				2.4.3	WDC accounts are compiled in accordance with statutory and professional reporting standards
				2.4.4	WDC accounts are supported by comprehensive papers
				2.4.5	The accounts and working papers are prepared and approved in accordance with relevant timetable
				2.4.6	Nature of external audit opinion;  Annual report of Head of Internal Audit
				2.4.7	Clear job description for the treasurer to any joint boards, distinguishing responsibilities from those of the finance officer of the service subject to the joint board arrangement
		2.5	Make a senior officer (usually the monitoring officer) responsible to WDC for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with	2.5.1	An up to date job description

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
				2.5.2	Appointment of a senior officer to the role of monitoring officer
				2.5.3	Schemes of delegation, standing orders and financial regulations which are consistent with statute
				2.5.4	Internal audit reports highlighting any breaches in standing orders or financial regulations
3	Ensuring relationships between WDC, its partners and the public are clear so that each know what to expect of the other	3.1	Develop protocols to ensure effective communication between members and officers in their respective roles	3.1.1	Protocols for communications between officers and groups of and individual elected members
				3.1.2	Protocols for communicating between officers and elected members on multi member ward issues
		3.2	An established scheme for remuneration of members and officers and an effective structure for managing the process including an effective remuneration panel (if applicable) is in place	3.2.1	A scheme for member remuneration and allowances and personnel policies and conditions of service for employees which ties in with the national scheme
				3.2.2	Structured pay scales reflecting competence for officers

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
				3.2.3	The process for structure setting, approving, grading and addressing appeals.
		3.3	Ensure that effective mechanisms exist to monitor service delivery	3.3.1	Appropriate key performance indicators have been established and approved for each service element and included in Service Plan
				3.3.2	Regular reports on progress on delivery of approved KPI's which are presented to management and members
				3.3.3	Reports include detailed performance results, both absolute and relative to peer authorities, a clear indication of below, on or above target results, highlighting areas where corrective action is necessary
				3.3.4	Committee reports on below par performance include "SMART" action plans to improve performance

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
				3.3.5	Performance management systems are documented, regularly reviewed and updated to take account of changes in the WDC organisation structure and new performance measurement frameworks (including the Scottish Governments National Performance Framework)
				3.3.6	Performance measures and benchmarking are being used to describe and evaluate how WDC's asset base contributes to the achievement of corporate and service objectives, including improvement priorities
		3.4	Ensure that WDC's vision, corporate plans, priorities and targets are developed, through robust mechanisms, and in consultation with the local community and other key stakeholders and that they are clearly articulated and disseminated	3.4.1	<p>Protocols for consultation with third parties</p> <p>Evidence of undertaking consultations</p> <p>Evidence to support the quality of consultation, for example, breadth of promotion about the consultation, diversity of participants / responders to the consultation</p> <p>Statutory procedures are followed, where these exist.</p>

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
		3.5	When working in partnership ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and WDC	3.5.1	A document, which has been accepted by all partners, that establishes all roles and responsibilities relating to the activities of the partnership
		3.6	When working in partnership: ensure that there is clarity about the legal status of the partnership. Ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions	3.6.1	<p>For each partnership there is:</p> <ul style="list-style-type: none"> <li>• A clear statement of the partnership principles and objectives</li> <li>• Clarity of each partners role within the partnership</li> <li>• Definition of roles of partnership board members</li> <li>• Line management responsibilities for staff who support the partnership</li> <li>• A statement of funding sources for joint projects and clear accountability for proper financial administration</li> <li>• A protocol for dispute resolution within the partnership</li> </ul>

### SECTION 3

#### PROMOTING VALUES FOR WDC AND DEMONSTRATING THE VALUES OF GOOD GOVERNANCE THROUGH UPHOLDING HIGH STANDARDS OF CONDUCT AND BEHAVIOUR

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
1	Ensuring WDC members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance	1.1	Ensure that WDC's leadership sets a tone for the organisation by creating a climate of openness, support and respect	1.1.2	Codes of conduct, standing orders, protocols, schedule of meetings and minutes of meeting, governance statement
		1.2	Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between WDC, its partners and community are defined and communicated through codes of conduct and protocols	1.2.1	Members/officers code of conduct which acknowledge professional bodies codes of conduct  Performance appraisal procedures  Complaints procedures  Anti fraud and corruption policies exist and have been reviewed and updated  Member/officer protocols
				1.2.2	Induction of new members and staff on standards of behaviour expected of all

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
		1.3	Put in place arrangements to ensure that members and employees of WDC 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	1.3.1	<p>Reviewed and updated Standing orders</p> <p>Reviewed and updated Codes of conduct</p> <p>Reviewed and updated Financial regulations</p> <p>Register of interests (members and staff) is maintained, regularly reviewed and updated</p> <p>Procedures for dealing with conflicts of interest</p> <p>Examples of where inequality among service users has been reduced or eliminated</p> <p>Up to date register of gifts and hospitality</p>
2	Ensuring that WDC organisational values are put into practice and are effective	2.1	Develop and maintain shared values, including leadership values both for WDC and staff reflecting public expectations and communicating these with members, staff, the community and partners	2.1.1	<p>Codes of conduct</p> <p>Evidence of communicating shared values with members, staff, community and partners</p> <p>Evidence of documented shared values</p>



	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
		2.2	Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards and monitor their continuing effectiveness in practice	2.2.1	Codes of conduct
		2.3	Use WDC shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within WDC	2.3.1	Decision making practices Evidence that shared values have guided the decision making
		2.5	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 partner's behaviour both individually and collectively.	2.4.1	Protocols for partnership working  Evidence of agreed values

**SECTION 4**

**TAKING INFORMED AND TRANSPARENT DECISIONS WHICH ARE SUBJECT TO EFFECTIVE SCRUTINY AND MANAGING RISK**

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
1	Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny	1.1	Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances WDC's performance overall and that of any organisation for which it is responsible	1.1.1	The role of scrutiny has been established through a scheme of delegation and committee structures
				1.1.2	Scrutiny work-plans are systematically driven by WDC's priorities
				1.1.3	Scrutiny is supported by documented evidence, option appraisal and data analysis
				1.1.4	Record of meetings of groups established to scrutinise reports, data and findings
				1.1.5	Evidence of improvements to proposals as a result of scrutiny
				1.1.6	Follow up requests in response to scrutiny undertaken by members

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
		1.2	Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based	1.2.1	Decision making protocols;  Record of decisions and supporting material as well as use of casting vote  Formal statement which specifies the types of decisions that are delegated to officers and those that are reserved for members.
				1.2.2	Record of professional advice used in reaching decisions
				1.2.3	Committee reports requiring a decision, include an assessment of risks associated with the decision
				1.2.4	Impact assessment and consequences of decisions should be reported back to members
				1.2.5	Ratification of any urgent decisions taken by the leaders in accordance with standing orders
				1.2.6	Evidence of the use of option appraisals in reaching decisions

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
		1.3	Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice	1.3.1	<p>Members &amp; officers code of conduct which refer to requirement to declare interests</p> <p>Contract standing orders</p> <p>Minutes showing that declarations of interests were sought and the declarations made</p> <p>Robust guidance on what constitutes a conflict of interest</p> <p>Up to date register of gifts and hospitality received</p>
				1.3.2	Examples of exclusion of people with personal interest in a decision from influencing or taking part in that decisions
		1.4	Develop and maintain an effective audit committee (or equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee	1.4.1	<p>Terms of reference</p> <p>Membership</p> <p>Training for committee members</p>

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
		1.5	Ensure that effective transparent and accessible arrangements are in place for dealing with complaints	1.5.1	Complaints procedure
2	Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs	2.1	Ensure that those making decisions, whether for WDC or the partnership are provided with information that is fit for purpose- relevant, timely and gives clear explanations of technical issues and their implications	2.1.1	Discussions between members and officers on the general information needs of members to support decision making
				2.1.2	Description of pre determined report formats for major decisions making which include option appraisals, risk analysis, financial implications and impact, local impact analysis and reference to the vision and purpose of WDC
				2.1.3	Calendar of dates for submitting, publishing and distributing timely reports
		2.2	Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately	2.2.1	Record of decision making and supporting materials

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
				2.2.2	Meeting reports which show details of any advice given
3	Ensuring that an effective risk management system is in place	3.1	Ensure that risk management is embedded into the culture of WDC, with members and managers at all levels recognising that risk management is part of their job	3.1.1	<p>Risk management is embedded in following corporate processes:</p> <ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• financial planning</li> <li>• service delivery</li> <li>• policy making and review</li> <li>• project management</li> <li>• performance management</li> </ul> <p>There are written contract standing orders in place which have been formally approved, regularly reviewed and widely communicated to all staff</p>
				3.1.2	Risk management strategy/policy and risk management process that has been adopted/approved by councillors and this is reviewed and updated at least annually
				3.1.3	WDC maintains and reviews a register of its corporate business risks linking them to strategic business objectives and assigning and assigned ownership for each risk

	<b>Principle</b>		<b>Code requires WDC to:</b>	<b>Evidenced by:</b>
				3.1.4 Corporate register includes risks which arise from and within partnerships
				3.1.5 Corporate risk register is supported by a series of department/service risk registers that identify and assign lower level of operational risks. Relevant training and guidance for all appropriate staff to enable them to take responsibility for managing risk within their own working environment
				3.1.6 -A member committee which has specific responsibility included in its terms of reference to consider corporate risk management -Regular risk management reporting to the responsible member committee, which takes appropriate action to ensure that corporate business risks are being actively managed, including reporting to full council as appropriate -Risk management awareness training for those members with specific responsibility for risk management and ultimately for all members

	<b>Principle</b>		<b>Code requires WDC to:</b>		<b>Evidenced by:</b>
				3.1.7	Reports to support strategic policy decisions and project initiation documents, include a risk assessment and the identification of mitigating action
				3.1.8	Management team regularly review significant risks that could prevent WDC achieving its key business objectives
				3.1.9	Assurances sought that action is being taken on risk related issues identified by auditors and inspectors
				3.1.10	Consideration by WDC of positive risks (opportunities) as well as negative risks (Threats)
				3.1.11	WDC has conducted an annual review of the effectiveness of the system of internal control and reported on this in the Statement of Internal Control (SIC)
				3.1.12	The sources of assurance to support the (SIC) have been identified and are reviewed by senior officers and members
				3.1.13	There are action plans in place to address any significant internal control issues reported in the (SIC)



	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
				3.1.14	An appropriate member group has responsibility for review and approval of the SIC and considers it separately from the accounts.
		3.2	Ensure that arrangements are in place for whistle blowing which staff and all those contracting with WDC have access	3.2.1	Whistle blowing policy exists and has been reviewed and updated regularly
				3.2.2	Formal committee approval of policy
				3.2.3	Communication and dissemination of policy
				3.2.4	Effectiveness of policy eg reports on incidence of usage
				3.2.5	Policy has been made available to members of the public, employees, partners and contractors
4	Using their legal powers to the full benefit of the citizens and communities in their areas	4.1	Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities	4.1.1	Monitoring office provisions  Statutory provision

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
		4.2	Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law	4.2.1	Training of members and officers on legal issues
				4.2.2	Record of legal advice provided by officers
		4.3	Observe all specific legislative requirements placed upon them, as well as requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justices - into their procedures and decision making processes	4.3.1	Monitoring officer provisions Job description/specification Statutory provisions

**SECTION 5  
DEVELOPING THE CAPACITY AND CAPABILITIES OF MEMBERS AND OFFICERS TO BE EFFECTIVE**

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
1	Making sure that members and officers have the skills, knowledge, experience and resources they need to perform their roles well	1.1	Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis	1.1.1	<p>Assessment of the skills of individual members and officers</p> <p>Training and development plan for each member and officer</p> <p>Induction programme which includes an introduction to the local environment and the sector, WDC's relationship with other bodies and the context for the strategy</p> <p>Access to Update courses/information</p>
		1.2	Ensure that the statutory officers have the skills, resources, and support necessary to perform effectively in their roles and that these roles are properly understood throughout WDC	1.2.1	<p>Job description/personal specification</p> <p>Training and development plan for each officer</p>

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
2	Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group	2.1	Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively	2.1.1	Training development plan
				2.1.2	Performance reviews of officers and members
		2.2	Develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed	2.2.1	Training development plan which reflects requirements of a modern councillor including: <ul style="list-style-type: none"> <li>• Ability to scrutinise and challenge</li> <li>• Ability to recognise when outside advice is required</li> <li>• Advice on how to act as an ambassador for the community</li> <li>• Leadership and influencing skills</li> </ul>
		2.3	Ensure that 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	2.3.1	Performance management system  Staff development plans linked to staff appraisals

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
3	Encouraging new talent for membership of WDC so that best use can be made of individuals skills and resources in balancing continuity and renewal	3.1	Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of WDC	3.1.1	Strategic partnership frameworks Stakeholder forums terms of reference Area forum roles and responsibilities Resident panel structure
		3.2	Ensure that career structures are in place for members and officers to encourage participation and development	3.2.1	Succession planning

## SECTION 6

### ENGAGING WITH LOCAL PEOPLE AND OTHER STAKEHOLDERS TO ENSURE ROBUST PUBLIC ACCOUNTABILITY

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
1	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	1.1	Make clear to themselves, all staff and the community, to whom they are accountable and for what	1.1.1	Community strategy  Results from internal/external consultation exercises have been analysed and published
		1.2	Consider those institutional stakeholders to whom WDC is accountable and assess the effectiveness of the relationships and any changes required	1.2.1	Establish a database of stakeholders with whom WDC should engage, for what purpose and a record of an assessment of the effectiveness of any changes
		1.3	Produce an annual report on the activity of the scrutiny function	1.3.1	WDC publishes its accounts in accordance with statutory requirements
				1.3.2	WDC publishes a report for the public on the outcomes specified in the Single Outcome Agreement, which is accessible by the public

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
2	Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by WDC, in partnership or by commissioning	2.1	Ensure clear channels of communication are in place with all sections of the community and other stakeholders and put in place monitoring arrangements to ensure that they operate effectively	2.1.1	Communication strategy  Processes for dealing with competing demands within the community
		2.2	Hold meetings in public unless there are good reasons for confidentiality	2.2.1	Evidence that there has been active promotion of the meetings to the public  Records of WDC council meetings
		2.3	Ensure that arrangements are in place to enable WDC 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	2.3.1	Record of public consultations

	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
		2.4	Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about including a feedback mechanism for those consultees to demonstrate what has changed as a result	2.4.1	Partnership framework  Communication strategy
		2.5	On an annual basis, publish a performance plan giving information on WDC's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and satisfaction of service users in the previous period	2.5.1	Annual report which provides details of both positive and negative performance in terms of outcomes specified in the single outcome agreement  Timely production of the Annual financial statements  Making the findings of inspectors and regulators available to the public as well as the results of any self assessments undertaken by WDC itself, which identify the areas where WDC needs to improve
				2.5.2	Public performance reporting which is accessible, user friendly and tailored to the needs of local communities



	<b>Principle</b>		<b>Code requires West Dunbartonshire Council to:</b>		<b>Evidenced by:</b>
		2.6	Ensure that WDC 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	2.6.1	Information provisions of the Local Government (Scotland) Act 1973.  Complying with the requirements of the Freedom of Information Act
3	Making best use of human resources by taking an active and planned approach to meet responsibility to staff	3.1	Develop and maintain a clear policy on how staff and their representatives are consulted in decision making	3.1.1	Standing Orders and policies of the Council