

South Ayrshire Council
Report by Head of Regulatory Services
to Audit and Governance Panel
of XX June 2020

Subject: Delivering Good Governance – 2019/20 Assessment

1. Purpose

1.1 The purpose of this report is to invite Members to review the 2019/20 year end assessment against the Council's Delivering Good Governance Framework.

2. Recommendation

2.1 **It is recommended that the Panel reviews and agrees the 2019/20 year end assessment as set out in [Appendix 1](#) to this report.**

3. Background

3.1 Since the 2018/19 year end assessment was considered by this [Panel on 29 May 2019](#) work has progressed to address the associated improvement actions. This report provides updates on those improvement actions set within the context of the principles of the Framework in line with CIPFA recommendations – see [Appendix 2](#); provides a year end assessment on the effectiveness of the updated Framework – see Appendix 1; and identifies a prioritised set of improvement actions to further strengthen the Council's governance arrangements – see [Appendix 3](#).

4. Proposals

4.1 [Appendix 2](#) details progress against the improvement actions agreed for 2019-20. It shows that:

- 6 are complete;
- 5 are progressing on target (some timescales having previously been extended beyond the year-end);
- 1 hasn't progressed as planned (timescales have slipped for reporting on the effectiveness and relevance of our Equality Impact Scopings and Assessments and the wider policy landscape).

4.2 Where slippage has occurred which is material to the effectiveness of the governance arrangements, then this has been factored into year-end assessment presented at [Appendix 1](#). Similarly, if any of the continuing or outstanding actions are regarded as being significant in the context of the framework, then these have been included within the improvement plan for 2020-21 in [Appendix 3](#).

4.3 [Appendix 1](#) reflects any developments to the Framework that occurred between April 2019 and the year-end sign off as at 31 March 2020. It also includes an assessment of the effectiveness for each of the 21 sub-principles by the lead officers identified for the aspects that they have responsibility for / knowledge of on the following three point scale:

	Effective		Effective but scope for improvement		Requiring improvement
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Delivering Good Governance 2019-20 Year End Assessment - Summary	
Behaving with integrity	
Demonstrating strong commitment to ethical values	
Respecting the rule of law	
Openness	
Engaging comprehensively with institutional stakeholders	
Engaging with individual citizens and service users effectively	
Defining outcomes	
Sustainable economic, social and environmental benefits	
Determining actions	
Planning actions	
Optimising achievement of intended outcomes	
Developing the Council's capacity	
Developing the capability of the Council's leadership	
Managing risk	
Managing performance	
Robust internal control	
Managing data	
Strong public financial management	
Implementing good practice in transparency	
Implementing good practices in reporting	
Assurance and effective accountability	

4.4 Based on this assessment the lead officers were then asked to identify any specific actions they felt would be desirable to improve the current arrangements and any actions they felt were essential to improve the current arrangements. The resultant actions were then reviewed and prioritised by the Corporate Leadership Team, to produce a rationalised and proportionate set of improvement actions for 2020-21, as set out in [Appendix 3](#).

4.5 A summary version of the framework is available on the [Council's website](#), with hyperlinks to allow Members, officers and the public to access all of the supporting detail of the Council's current governance arrangements.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 There are no financial implications arising from this report.

7. Human Resources Implications

7.1 There are no human resource implications arising from this report.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 Rejecting the recommendations may impact on the reputation of the Council.

9. Equalities

9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an equality impact assessment is not required.

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to delivery of the Council's strategic objective 'Effective Leadership that Promotes Fairness' and the commitment that 'Councillors will provide effective governance and leadership'.

13. Results of Consultation

13.1 There has been no public consultation on the contents of this report.

13.2 Consultation has taken place with Councillor Douglas Campbell, Portfolio Holder for Corporate and the contents of this report reflect any feedback provided.

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Date: 22 June 2020

Appendix 1: DGG 2019-2020 Year End Assessment

Core Principle A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

<i>Behaviours and actions that demonstrate good governance in practice....</i>	<i>Current arrangements in South Ayrshire that support those behaviours and actions.....</i>	Lead officers
Behaving with integrity		2019-20 Year End Assessment: 
<p>1. Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation.</p> <p>2. Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (Nolan Principles).</p> <p>3. Leading by example and using the above standard operating principles or values as a framework for decision making and other actions.</p> <p>4. Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively.</p>	<ul style="list-style-type: none"> • Both our Councillors' Code of Conduct and our Code of Conduct for Employees identify that behaving with integrity is a key principle that must be followed. The principles within these codes are explained as part of the induction training for all new councillors and employees. • We maintain a register of interests for each councillor and a register of the gifts and hospitality received by councillors, both of which are published on the Council's website. • Employees declare any private interests or memberships that might cause a conflict of interest to their line manager. Any gifts or hospitality offered to them (other than those of token value) are recorded in directorate registers. • In keeping with our Standing Orders Relating to Meetings, Panel and Council Meetings are conducted with respect. Declarations of interest are made and minuted at the start of each of these meetings, to avoid any conflict of interest arising during the conduct of those meetings. 	<p>SL Democratic Governance</p> <p>SL HR Policy and Operations</p>
Demonstrating strong commitment to ethical values		2019-20 Year End Assessment: 
<p>5. Seeking to establish, monitor and maintain the organisation's ethical standards and performance.</p> <p>6. Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation.</p> <p>7. Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values.</p> <p>8. Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with ethical standards expected by the organisation.</p>	<ul style="list-style-type: none"> • Our Audit and Governance Panel promotes and maintains high standards of conduct by all Councillors, including consideration of the management and operation of ethical standards as set out in the Councillor's Code of Conduct. It recommends to Council any additional protocols, training or support required by Councillors in relation to ethical standards or other matters. • We demonstrate through the pursuit of our Equality and Diversity Strategy that we are fully committed to the principles of fairness, equality and human rights. The Equality Outcomes and Mainstreaming Progress Report sets out how equalities have been further mainstreamed through our organisation. We apply these principles in all we do as a community leader, service provider and employer. • Our Procurement Strategy 2019 identifies that where ethically traded goods and services are available, we will work with all relevant stakeholders and take a Best Value approach when applying fair and ethically trading principles in procurement activities. 	<p>SL Democratic Governance</p> <p>SL Corporate and Housing Policy</p> <p>SL Procurement</p>

Key:	 Effective	 Effective but scope for improvement	 Requiring improvement
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Appendix 1: DGG 2019-2020 Year End Assessment

Core Principle A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

<i>Behaviours and actions that demonstrate good governance in practice....</i>	<i>Current arrangements in South Ayrshire that support those behaviours and actions.....</i>	Lead officers
Respecting the rule of law		2019-20 Year End Assessment: 
<p>9. Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations.</p> <p>10. Creating the conditions to ensure that the statutory officers, other key post holders, and members, are able to fulfil their responsibilities in accordance with legislative and regulatory requirements.</p> <p>11. Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders.</p> <p>12. Dealing with breaches of legal and regulatory provisions effectively.</p> <p>13. Ensuring corruption and misuse of power are dealt with effectively.</p>	<ul style="list-style-type: none"> • All reports to Panel and Council are required to confirm that the recommendations they contain are consistent with legal requirements and reflect appropriate advice from our Legal Services. • The Head of Regulatory Services, acting as Monitoring Officer, ensures the Council observes its Scheme of Delegation, its Standing Orders and operates legally. This includes reporting on the legality of matters, mal-administration, and the conduct of councillors and officers. • Members on decision making panels such as the Regulatory Panel, Local Review Body and Licensing Board receive training and briefings on the legal aspects of their decision making. • Our Anti-Fraud and Anti-Bribery Strategy outlines the measures taken by the Council to protect itself against malpractice through either fraud or corrupt practice. • Our Procedure for reporting concerns at work outlines how employees can report what they believe to be serious wrongdoing in the Council or information regarding malpractice, such that matters can be expedited thoroughly, discreetly and in a confidential way. 	<p>SL Legal and Licensing</p> <p>SL Democratic Governance</p> <p>SL HR Policy and Operations</p>

Key:		Effective		Effective but scope for improvement		Requiring improvement
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Appendix 1: DGG 2019-20 Year End Assessment
Core Principle B. Ensuring openness and comprehensive stakeholder engagement

<i>Behaviours and actions that demonstrate good governance in practice....</i>	<i>Current arrangements in South Ayrshire that support those behaviours and actions.....</i>	Lead officers
Openness		2019-20 Year End Assessment: 
<p>14. Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness.</p> <p>15. Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided.</p> <p>16. Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear.</p> <p>17. Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/courses of action.</p>	<ul style="list-style-type: none"> • Our Communications Strategy ensures that information about what we do, why we do it and how we do it is provided to our residents, customers, tenants, businesses, Councillors, staff, partners and other stakeholders in the most effective way. A new draft Strategy has been developed and will be brought to Panel in September 2020. • All Panel and Council Meetings are open to the public with all papers discussed in open session, other than those containing confidential information. • Minutes are taken of all Panel and Council meetings, showing a clear record of how decisions were reached. These are published on the Council's website along with Press Releases which cover all the major decisions that are taken by the Council. • All Panel and Council reports set out the 'results of consultation' providing an outline of how their recommendations have been informed by consultation and engagement. 	<p>SL Organisational Development and Customer Services</p> <p>SL Democratic Governance</p>
Engaging comprehensively with institutional stakeholders (other organisations)		2019-20 Year End Assessment: 
<p>18. Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably.</p> <p>19. Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively.</p> <p>20. Ensuring that partnerships are based on trust, a shared commitment to change, a culture that promotes and accepts challenge among partners, and that the added value of partnership working is explicit.</p>	<ul style="list-style-type: none"> • The Council engages with its main 'institutional stakeholders' through the Community Planning Partnership, which is underpinned by a Community Planning Executive, comprising the key partners responsible for facilitating effective community planning as defined in community empowerment legislation. New governance arrangements are in place to ensure the Community Planning Partnership is focused on its agreed priorities. • Our partnerships are underpinned by formal operating agreements, such as with NHS Ayrshire & Arran for our Health and Social Care Partnership (governed through the Integrated Joint Board); with East Ayrshire Council for the Ayrshire Roads Alliance (governed by the Ayrshire Shared Joint Services Committee) and with South Carrick Community Leisure for the Quayzone in Girvan (overseen by our Partnerships Panel). 	<p>SL Corporate and Housing Policy</p> <p>Head of Regulatory Services</p>

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Core Principle B. Ensuring openness and comprehensive stakeholder engagement

<i>Behaviours and actions that demonstrate good governance in practice....</i>	<i>Current arrangements in South Ayrshire that support those behaviours and actions.....</i>	Lead officers
Engaging with individual citizens and service users effectively		2019-20 Year End Assessment: 
<p>21. Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve communities, individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes.</p> <p>22. Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement.</p> <p>23. Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs.</p> <p>24. Implementing effective feedback mechanisms in order to demonstrate how views have been taken into account.</p> <p>25. Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity.</p> <p>26. Taking account of the impact of decisions on future generations of tax payers and service users.</p>	<ul style="list-style-type: none"> • The Council has a Community Engagement Strategy that provides direction for services over how to conduct effective consultation. • Six locality planning groups are in place to help inform the thinking and approach of the Health and Social Care Partnership. • Participatory Budgeting (Decision Days) give residents the opportunity to decide where public money is spent in their communities. • We use the South Ayrshire 1000 Citizens' Panel to get the views of South Ayrshire residents, their feedback helping to improve and develop public services. • We use our website to publicise current consultation exercises and to report back on their findings e.g. Balancing the budget 2018 – 2020 and 2019 Quality of life – Place Survey. • Equality Impact Scopings and Assessments are prepared for each Panel and Council report, to give clarity over the impact that the recommended decision will have, including details of what involvement, engagement or consultation took place. 	<p>SL Corporate Planning and Improvement</p> <p>SL Corporate and Housing Policy</p>

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Appendix 1: DGG 2019-20 Year End Assessment

Core Principle C. Defining outcomes in terms of sustainable economic, social, and environmental benefits

<i>Behaviours and actions that demonstrate good governance in practice....</i>	<i>Current arrangements in South Ayrshire that support those behaviours and actions.....</i>	Lead officers
Defining outcomes		2019-20 Year End Assessment: 
<p>27. Having a clear vision, which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provide the basis for the organisation's overall strategy, planning and other decisions</p> <p>28. Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer</p> <p>29. Delivering defined outcomes on a sustainable basis within the resources that will be available</p> <p>30. Identifying and managing risks to the achievement of outcomes</p> <p>31. Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available</p>	<ul style="list-style-type: none"> • Our vision is that we want to serve South Ayrshire 'by making a difference every day'. • The refreshed Council Plan 2018-2022 reflects this vision, identifying 6 commitments to take this forward, together with 21 ambition statements, that draw together activities from a range of shared partnership and service activity, as reflected in key strategies such as the Children's Services Plan. • These plans help to inform the resourcing requirements of the Council and at the same time should reflect the realities and constraints around resource availability. We have been working during 2019-20 to improve ties between our plans and our resource strategies, covering Finance, our Workforce and Asset Management. The latter is in the process of being revised to reflect the Council structure, the Council Plan as well as the approved policy on Community Asset Transfer. • Our Strategic Risk Register helps us to manage the overarching elements of risk that are critical to the achievement of our desired outcomes, with risk management arrangements also in place at Directorate level. 	<p>SL Corporate Planning and Improvement</p> <p>SL Corporate Accounting</p> <p>SL Organisational Development and Customer Services</p> <p>SL Asset Management and Community Asset Transfer</p> <p>SL Risk and Safety</p>
Sustainable economic, social and environmental benefits		2019-20 Year End Assessment: 
<p>32. Considering and balancing the combined economic, social and environmental impact of policies and plans when taking decisions about service provision</p> <p>33. Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints</p> <p>34. Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs</p> <p>35. Ensuring fair access to services</p>	<ul style="list-style-type: none"> • Currently all Panel and Council reports are required to consider 'Sustainable Development and Climate Change Implications' to highlight the environmental impact of proposed policies and plans. This is complimented by any accessibility, health, well-being and deprivation impacts being spelt out through the Equality Impact Assessment process. • Work is ongoing over how the Council approaches the Fairer Scotland Duty, which came into force in April 2018. This places a legal responsibility on the Council to actively consider ('pay due regard' to) how it can reduce inequalities of outcome caused by socioeconomic disadvantage, when making strategic decisions. • The Council is committed to Inclusive Growth which is at the core of the draft Strategic Economic Plan: Vision 2030. This is also demonstrated through progressing specific projects, service planning and commitment to the emerging Regional Economic Strategy. 	<p>SL Neighbourhood Services</p> <p>SL Corporate and Housing Policy</p> <p>SL Economy and Regeneration</p>

Key:		Effective		Effective but scope for improvement		Requiring improvement
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Appendix 1: DGG 2019-20 Year End Assessment

Core Principle D. Determining the actions necessary to optimise the achievement of the intended outcomes

<i>Behaviours and actions that demonstrate good governance in practice....</i>	<i>Current arrangements in South Ayrshire that support those behaviours and actions.....</i>	Lead officers
Determining actions		2019-20 Year End Assessment: 
<p>36. Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and associated risks. Therefore ensuring best value is achieved however services are provided</p> <p>37. Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts</p>	<ul style="list-style-type: none"> • All Panel and Council reports set out the details of any 'Options Appraisal' carried out together with the 'Results of Consultation'. An options appraisal is required to be undertaken where 'it aids the consideration and appraisal of a number of alternative courses of action to ensure that desired outcome can be achieved in the most economic, effective and efficient way possible; and it allows for new initiatives to be carefully appraised in relation to all potential costs and benefits and their financial sustainability before being approved by the Council/Panel'. A report agreeing the broad themes of a Change Programme was approved on 24 March 2020 and a detailed programme of activities to provide a more rigorous approach to delivering change will be presented to Panel later in 2020. 	<p>Assistant Director (Change Programme)</p> <p>SL Corporate Planning and Improvement</p>
Planning actions		2019-20 Year End Assessment: 
<p>38. Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets</p> <p>39. Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered</p> <p>40. Considering and monitoring risks facing each partner when working collaboratively, including shared risks</p> <p>41. Ensuring arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances</p> <p>42. Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured</p> <p>43. Ensuring capacity exists to generate the information required to review service quality regularly</p> <p>44. Preparing budgets in accordance with objectives, strategies and the medium term financial plan</p> <p>45. Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy</p>	<ul style="list-style-type: none"> • Our planning and control cycle is set out within the Council's Performance Management Framework. • We maintain a suite of plans, from Council Plan 2018-2022 > Service Lead Plans > PDR to cascade the achievement of the Council's six commitments throughout the organisation. • Plans are managed and assessed in terms of progress against their actions and performance measures through our performance management system (Pentana), with the contribution of the workforce towards their achievement being assessed through our PDR process. It is managers' responsibility to ensure their staff achieve their objectives. • How Good is our Council (HGIOC) remains our corporate evaluatory tool, with our approach to its use refreshed during 2019-20. • Our annual budgeting exercise is undertaken within the context of the Council Plan 2018-2022. The 2020-21 budget process drew upon a significant number of responses provided by stakeholders during the 2019-20 consultation process, which in turn influenced the content of the 2020-21 consultation process. 	<p>SL Corporate Planning and Improvement</p> <p>SL Organisational Development and Customer Services</p> <p>SL Corporate Accounting</p>

Key:		Effective		Effective but scope for improvement		Requiring improvement
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Appendix 1: DGG 2019-20 Year End Assessment

Core Principle D. Determining the actions necessary to optimise the achievement of the intended outcomes

<i>Behaviours and actions that demonstrate good governance in practice....</i>	<i>Current arrangements in South Ayrshire that support those behaviours and actions.....</i>	Lead officers
Optimising achievement of intended outcomes		2019-20 Year End Assessment: 
<p>46. Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints</p> <p>47. Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term</p> <p>48. Ensuring the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage</p> <p>49. Ensuring the achievement of 'social value' through service planning and commissioning</p>	<ul style="list-style-type: none"> • Our refreshed Financial Strategy 2020 to 2030 is key to ensuring the achievement of the Council's strategic objectives and is about making sure sufficient resources are available to support their delivery. It is likely to provide assistance in identifying where resources will become stretched and encourage the identification of a more prioritised approach to future planning, having regard to financial constraints. • We are committed to maximising both the contractual and voluntary Community Benefits from our procurement activities. Evidence of the increase in Community Benefit achieved is published in the Council's Annual Procurement Report • Commissioning Plans are being implemented to take forward the Health and Social Care Partnership's Adult Mental Health and Adult Learning Disability Strategies. 	<p>SL Corporate Accounting</p> <p>SL Procurement</p> <p>Head of Community Health and Care Services</p>

Key:		Effective		Effective but scope for improvement		Requiring improvement
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Appendix 1: DGG 2019-20 Year End Assessment

Core Principle E. Developing the Council's capacity, including the capability of its leadership and the individuals within it

<i>Behaviours and actions that demonstrate good governance in practice....</i>	<i>Current arrangements in South Ayrshire that support those behaviours and actions.....</i>	Lead officers
Developing the Council's capacity		2019-20 Year End Assessment: 
<p>50. Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness</p> <p>51. Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how resources are allocated so that defined outcomes are achieved effectively and efficiently</p> <p>52. Recognising the benefits of partnerships and collaborative working where added value can be achieved</p> <p>53. Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources</p>	<ul style="list-style-type: none"> • The Council's Service Review process was designed to systematically review the options for delivering services to ensure they represent best value. However their outcomes were judged 'to be relatively operational rather than transformational. This may have been the result of the relatively rigid and robotic nature of the Service Review Framework, which encourages a process-driven, rather than transformational, approach'. A report agreeing the broad themes of a Change Programme was approved on 24 March 2020 and a detailed programme of activities to provide a more rigorous approach to delivering change will be presented to Panel later in 2020. • Benchmarking activity includes use of the Local Government Benchmarking Framework measures to help evaluate our performance, which are reported annually to Members. • We have developed a Corporate Workforce Plan to more fully align workforce planning with the Council's business strategies (the Council and Directorate Plans) and people strategies (such as recruitment and retention, staff development and training). A succession planning toolkit has been developed which will be piloted in 2020. 	<p>Assistant Director (Change Programme)</p> <p>SL Corporate Planning and Improvement</p> <p>SL Organisational Development and Customer Services</p>
Developing the capability of the Council's leadership and other individuals		2019-20 Year End Assessment: 
<p>54. Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained</p> <p>55. Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body</p> <p>56. Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority</p>	<ul style="list-style-type: none"> • Role Profiles set out the generic responsibilities of all Members, together with specific ones for the Leader of the Council, Provost, Portfolio Holders and the Chairs of Standing Scrutiny Panels, Regulatory Panel and Other Panels. • Job descriptions are in place for the Chief Executive, Directors and senior officers. • The Council's Scheme of Delegation is regularly updated, setting out what powers are exercised by Council, what are delegated to Panels and what are delegated to officers. • The Chief Executive is appraised by the Leader of the Council and other senior Members at the Chief Officers Appointments / Appraisal Panel. • Chief Officers are appraised against our Leadership Competency Framework. 	<p>SL Democratic Governance</p> <p>SL Organisational Development and Customer Services</p>

Key:		Effective		Effective but scope for improvement		Requiring improvement
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Appendix 1: DGG 2019-20 Year End Assessment

Core Principle F. Managing risks and performance through robust internal control and strong public financial management

<i>Behaviours and actions that demonstrate good governance in practice....</i>	<i>Current arrangements in South Ayrshire that support those behaviours and actions.....</i>	Lead officers
Managing risk		2019-20 Year End Assessment: 
<p>62. Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making</p> <p>63. Implementing robust and integrated risk management arrangements and ensuring that they are working effectively</p> <p>64. Ensuring that responsibilities for managing individual risks are clearly allocated</p>	<ul style="list-style-type: none"> • A risk management strategy that sets out the overall arrangements for assessing, managing and reviewing risk across the operation of the Council. • Strategic and directorate risk registers in place, with a regular review and reporting regime, to ensure risks are managed to a tolerable level. • 6 monthly agreement of the Council's Strategic Risk Register by the Audit and Governance Panel and Leadership Panel, following specific training for Members. • All Panel and Council reports include 'Risk Implications of Rejecting Recommendations' 	SL Risk and Safety
Managing performance		2019-20 Year End Assessment: 
<p>65. Monitoring service delivery effectively including planning, specification, execution and independent post implementation review</p> <p>66. Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook</p> <p>67. Ensuring an effective scrutiny or oversight function is in place which provides constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible</p> <p>68. Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement</p> <p>69. Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements)</p>	<ul style="list-style-type: none"> • Plans are managed and assessed in terms of progress against their actions and performance measures through our performance management system (Pentana) which is used to support a six monthly performance reporting regime to Members. • Scrutiny of these performance reports takes place at the Service and Performance Panel, the latest being March 2020, prior to overview reports being taken to full Council. To aide this scrutiny, Members can directly access the performance information held within Pentana. • Scrutiny of our Service Reviews and Transformation Agenda has been through the Service and Performance Panel. A report agreeing the broad themes of a Change Programme was approved on 24 March 2020 and a detailed programme of activities to provide a more rigorous approach to delivering change will be presented to Panel later in 2020. • Revenue Budgetary Control reports are presented to Members at the Leadership Panel every three months, to provide a financial overview of the General Services revenue account, Housing Revenue Account and Common Good Accounts. 	<p>SL Corporate Planning and Improvement</p> <p>Assistant Directors (Change Programme)</p> <p>SL Corporate Accounting</p>

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Appendix 1: DGG 2019-20 Year End Assessment

Core Principle F. Managing risks and performance through robust internal control and strong public financial management

<i>Behaviours and actions that demonstrate good governance in practice....</i>	<i>Current arrangements in South Ayrshire that support those behaviours and actions.....</i>	Lead officers
Robust internal control	2019-20 Year End Assessment: 	
<p>70. Aligning the risk management strategy and policies on internal control with achieving objectives</p> <p>71. Evaluating and monitoring risk management and internal control on a regular basis</p> <p>72. Ensuring effective counter fraud and anti-corruption arrangements are in place</p> <p>73. Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor</p> <p>74. Ensuring an audit committee or equivalent group/ function, which is independent of the executive and accountable to the governing body:</p> <ul style="list-style-type: none"> • provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment • that its recommendations are listened to and acted upon 	<ul style="list-style-type: none"> • As described under 'managing risk' we have a risk management strategy aligned to the Council Plan, which management evaluate and monitor on a 6 monthly basis. • As described under 'managing performance' we have internal controls (our Performance Management Framework) designed to help deliver our objectives, which includes review by management on progress achieved, on a 6 monthly basis. • As described under 'Respecting the rule of law' we have counter fraud and anti-corruption arrangements, together with a Corporate Fraud Team that reports on a 6 monthly basis. • Our Internal Audit team develop their annual plan linked to risk register and Council Plan. It is focused on areas where Internal Audit can effectively contribute to the effectiveness and efficiency of governance, risk management and control processes. Progress is reported quarterly, together with an annual statement of assurance. • Our Audit and Governance Panel, whose chair and vice chair are independent of the ruling political administration, is responsible for considering the overall adequacy and effectiveness of the Council's framework of governance, risk management and control arrangements, including the associated anti-fraud and anti-corruption arrangements. The work of the Panel is conducted in line with our Audit Committee Handbook. • Regular updates are provided to the Audit and Governance Panel on progress against Internal Audit improvement actions together with progress against external audit reports. • The Panel also administers the 'Call-In' process, where decisions of the Leadership Panel can be 'called in' by other Members, to allow further scrutiny to take place. 	<p style="text-align: right;">SL Risk and Safety</p> <p style="text-align: right;">SL Democratic Governance</p> <p style="text-align: right;">SL Internal Audit</p>

Key:		Effective		Effective but scope for improvement		Requiring improvement
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Appendix 1: DGG 2019-20 Year End Assessment

Core Principle F. Managing risks and performance through robust internal control and strong public financial management

<i>Behaviours and actions that demonstrate good governance in practice...</i>	<i>Current arrangements in South Ayrshire that support those behaviours and actions.....</i>	Lead officers
Managing data		2019-20 Year End Assessment: 
<p>75. Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data</p> <p>76. Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies</p> <p>77. Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring</p>	<ul style="list-style-type: none"> • Our Records Management Plan sets out proper arrangements for the management of both electronic and physical records across all Council service areas, in compliance with the Public Records (Scotland) Act 2011. • Our Data Protection Policy sets out our arrangements to ensure that we are fully compliant with the General Data Protection Regulation 2016 (GDPR) and the Data Protection Act 2018. • We have guidance over sharing of data and a specific Ayrshire and Arran Protocol regulating the sharing of data with the Police Service for Scotland and Scotland Fire & Rescue. A revised information sharing protocol is in place between South Ayrshire Council, East Ayrshire Council, North Ayrshire Council, NHS Ayrshire and Arran and the Health and Social Care Partnership Service Integration Joint Boards. 	SL Democratic Governance
Strong public financial management		2019-20 Year End Assessment: 
<p>78. Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance</p> <p>79. Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls</p>	<ul style="list-style-type: none"> • Our refreshed Financial Strategy 2020 to 2030 is key to ensuring the achievement of the Council's strategic objectives. Our planning at Service and Improvement Plan level has always been tied back to the budgets available to services. However our 'financial' and 'performance' reporting that should link these inter-related elements remains separate. Opportunities to address this are currently being reviewed. • Work continues to improve the flow of financial management information as budget holders become more directly involved in the budgeting and forecasting of spend. A wider assessment of the Council's financial and associated operating systems is underway to greater inform any related improvement work. 	SL Corporate Accounting

Key:		Effective		Effective but scope for improvement		Requiring improvement
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Appendix 1: DGG 2019-20 Year End Assessment

Core Principle F. Managing risks and performance through robust internal control and strong public financial management

<i>Behaviours and actions that demonstrate good governance in practice....</i>	<i>Current arrangements in South Ayrshire that support those behaviours and actions.....</i>	Lead officers
Implementing good practice in transparency		2019-20 Year End Assessment: 
<p>80. Writing and communicating reports for the public and other stakeholders in a fair, balanced and understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate</p> <p>81. Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand</p>	<ul style="list-style-type: none"> • Our Council website offers the public easy access to up to date information, achieving a top 4 star rating in 2017-18 in the UK wide Better Connected assessment. We also use a range of social media to ensure that we appeal to and engage with a broad range of audiences. We offer translations and alternative formats for our printed publications. • Our corporate Facebook page SAC Live launched in January 2019 this now achieves an average monthly reach of 123,531. We deliver monthly online editions of our SAC Live Magazine providing residents with information on our services and the work of the Council. • Our Annual Accounts continue to feature a reader-friendly 'management commentary' covering our administration, financial management and performance over the course of the last year, providing a concise outline of progress, illustrated with examples and infographics. 	<p>SL Organisational Development and Customer Services</p> <p>SL Corporate Accounting</p>
Implementing good practices in reporting		2019-20 Year End Assessment: 
<p>82. Reporting at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way</p> <p>83. Ensuring members and senior management own the results reported</p> <p>84. Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other, similar organisations</p>	<ul style="list-style-type: none"> • Our approach to public performance reporting includes our Annual Performance Report, and annual reports for high profile services including Educational Services, Housing and the Health and Social Care Partnership. • Our Council's Annual Performance Report and analysis of benchmarking data allows the public to assess performance across all the main areas of Council service provision. 	<p>SL Corporate Planning and Improvement</p>
<p>85. Ensuring robust arrangements for assessing the extent to which the principles contained in this Framework have been applied and publishing the results on this assessment, including an action plan for improvement and evidence to demonstrate good governance (the annual governance statement)</p> <p>86. Ensuring that this Framework is applied to jointly managed or shared service organisations as appropriate</p>	<ul style="list-style-type: none"> • We will introduce updated evaluation procedures for this Framework, maintaining the robustness of our existing approach, where the initial officer assessment is scrutinised by the Audit and Governance Panel, the findings and improvement actions then being reflected in the Council's Annual Governance Statement within our Annual Accounts. • We look for the principles of good governance, rather than this Framework itself, to be evident wherever we work in partnership. For example, our Health and Social Care Partnership publish their detailed governance arrangements on their website. 	<p>SL Democratic Governance</p>

Key:	 Effective	 Effective but scope for improvement	 Requiring improvement
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Appendix 1: DGG 2019-20 Year End Assessment

Core Principle F. Managing risks and performance through robust internal control and strong public financial management

<i>Behaviours and actions that demonstrate good governance in practice....</i>	<i>Current arrangements in South Ayrshire that support those behaviours and actions.....</i>	Lead officers
Assurance and effective accountability		2019-20 Year End Assessment: 
<p>87. Ensuring that recommendations for corrective action made by external audit are acted upon</p> <p>88. Ensuring an effective internal audit service with direct access to members is in place, providing assurance with regard to governance arrangements and that recommendations are acted upon</p> <p>89. Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations</p> <p>90. Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement</p> <p>91. Ensuring that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met</p>	<ul style="list-style-type: none"> • Regular updates are made to the Audit and Governance Panel on progress against improvement actions identified in relation to External Audit reports. • Inspection reports on schools, social work services, children's services etc. are considered at Leadership Panel, who are kept updated over their improvement actions. • National Audit Scotland reports are considered by the Audit and Governance Panel, allowing the Council to reflect on their findings and to act on areas for improvement. • We will look to take account of the risks associated with service delivery through third parties as part of our 2019/20 annual governance statement. • Our Partnerships Panel monitors, reviews and challenges the performance of services which are delivered through or in partnership with external bodies and discharges the statutory requirement for local review of police and fire performance. 	<p>Head of Finance and ICT</p> <p>SL Risk and Safety</p> <p>SL Democratic Governance</p>

Key:	 Effective	 Effective but scope for improvement	 Requiring improvement
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Appendix 2 - Delivering Good Governance – 2019/20 Improvement Actions – Update on progress to 31 March 2020

KEY:		Completed		Not on target – major concerns		Action no longer being progressed
		On target		Not on target – some concerns		Not due to start

Improvement Action	Lead Officer	Due Date	Status	Update on progress
B. Ensuring openness and comprehensive stakeholder engagement				
1. Enhanced tools to capture client satisfaction data to be added to the Council's Internet Site	Head of Finance & ICT	30 Sep 18 31 Dec 19 31 Mar 22 (Revised timescale in line with Council Plan)		New digital platform is now in process of being stood up and developed. Consideration of client satisfaction is being incorporated into this redesign.
2. Enhanced reporting of customer satisfaction data to flow through into reporting to Members	Director - People	31 Mar 22 (Timescale updated in line with Council Plan)		As part of reporting on the Council Plan performance to Service and Performance Panel on a six monthly basis, and the Annual Performance Report to Council in December each year – case studies are now included which contain information on the experiences of service users relative to the strategic priorities.
3. Development of a new communications strategy	Head of Employee & Customer Services	17 Sep 19 31 Dec 22 (Revised timescale in line with Council Plan)		We have developed a draft Communications Strategy. Public consultation on communication had begun but has been paused due to Covid-19. The Strategy will be brought to Panel in September 2020. In the last 12 months we have significantly increased our presence and reach on social media to communicate and engage with residents. All Service Leads are responsible for ensuring clear communication to the public and the Communications Team work with Service Leads to develop communications plans and campaigns. We provided training on social media for Service Leads and our Corporate Leadership Team in November 2019.

Appendix 2 - Delivering Good Governance – 2019/20 Improvement Actions – Update on progress to 31 March 2020

<p>4. Review of governance arrangements for Integrated Joint Board (IJB) and Ayrshire Roads Alliance (ARA)</p>	<p>Head of Regulatory Services</p>	<p>31 Mar 20 31 Mar 21 (Revised timescale in line with Directorate Plan)</p>	<p align="center"></p>	<p><u>IJB</u> - There are two aspects to the governance review - the first is dictated by the current review of the Scheme of Integration which is led by the Director of the HSCP and which must be completed to allow the recommendation on the required changes to be made by the parties to the Scottish Government by 31 March 2019. This is now complete.</p> <p>The second part of the review is how the governance of the IJB is currently working regarding its relationship with the Council. Here the consideration is where both Strategic and operational matters and reports require to be considered by both the IJB and Council in terms of both the IJB Scheme and the Council's Scheme of Delegations. The Head of RS produced a paper which explains the Council's governance process and shared this with the Health Board and IJB members. It was agreed. A new governance manager was appointed for the IJB and the Head of RS has provided preliminary advice to him. Once he is back in work he will finalise a paper explaining the processes for the IJB. There will then be training jointly provided to IJB members and Councillors confirming the governance process to complete this action within the timescales.</p> <p><u>ARA</u> as reported provided a list of assets and within this are a number of assets that ARA do not see themselves as being responsible for maintaining. This is the primary issue to resolve. The agreement has been considered and for SAC an alternate view is taken. An alternative letter has been written now and depending on the response from EAC then this will be at the centre of the review of the governance issues.</p>
<p>5. Development of a procedure to highlight difference engagement has made</p>	<p>Director - People</p>	<p>11 Jun 19 31 Mar 22 (Revised timescale in line with Council Plan)</p>	<p align="center"></p>	<p>A new Community Engagement Strategy, presented by the Executive Manager – People, was approved by Leadership Panel on 18 February 2020.</p>

Appendix 2 - Delivering Good Governance – 2019/20 Improvement Actions – Update on progress to 31 March 2020

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits				
<p>7. A report to be taken to Leadership Panel in August 2019 seeking approval for the implementation plan for the launch of 'Visions and Values' work</p>	<p>Director - People</p>	<p>28 Jun 18</p>	<p align="center"></p>	<p>We worked with employees across all service areas to develop our new purpose, vision and values and to ensure all employees are clear on the Council's ambitions. Following presentations to Portfolio Holders on 14 May 2019 and 21 January 2020 outlining the approach, we launched these at the end of January 2020 through an interactive employee experience – The Burns House Experience.</p> <p>This experience celebrated our past as a Council and looked forward to our future, helping employees to appreciate how the work they do contributes to our new vision and values. The Experience piloted first to Elected Members and a number of dedicated Elected Member tours were arranged. The Experience had to be paused due to Covid-19 in March 2020, at which point approx. 1,000 employees had taken part and feedback received was excellent.</p> <p>A report agreeing the approach to our Vision and Values within the Mid-Term Refresh of the Council Plan 2018-22 was approved by South Ayrshire Council on 5 March 2020</p>
<p>8. Business cases to be developed to include details as to how Ayrshire Growth deal projects will address Inclusive Growth</p>	<p>Director - Place</p>	<p>31 Dec 19 31 Dec 22 (Revised timescale in line with Council Plan)</p>	<p align="center"></p>	<p>Regional Economic Partnership and sub-committee formed between 3 Ayrshire Councils and other partner organisations and regular meetings taking place. Regional Economic Strategy being developed.</p> <p>Heads of Terms for Ayrshire Growth Deal (AGD) agreed and work has progressed on full business cases for formal agreement of deal. Deal documents were not signed by Government by April. The delay was due to the Covid19 crises. No further target has been agreed yet, but partners and Government do agree that the AGD is an important mechanism to recover from Covid19 and that the documents should be completed as soon as possible. It is anticipated that a date will be announced when we move to the next stage of easing lock down, and just before summer recess.</p>

Appendix 2 - Delivering Good Governance – 2019/20 Improvement Actions – Update on progress to 31 March 2020

D. Determining the actions necessary to optimise the achievement of the intended outcomes				
9. A report to be taken to Leadership Panel in June 2019 seeking approval to establish a Change Programme	Director - People	11 Jun 19		A report was presented to and approved by South Ayrshire Council on 24 March 2020 that agreed the broad themes of a change programme and tasked Assistant Directors to bring forward a detailed programme of activities to Leadership Panel by June 2020. The Council is now in recess and given the current circumstances in relation to the Covid-19 pandemic, it is anticipated that the programme will be likely to be presented to Leadership Panel post summer period.
10. HIGIOC framework being refreshed in May 2019 to refocus the self-evaluation activity for those services that do not have other forms of self-evaluation evidence	Director - People	31 Dec 19		A revised framework for using the How Good is our Council (HGIOC) self-evaluation process was in place for May 2019, and all Services have been engaged in two rounds of assessments on Quality Indicators (QIs) during 2019/20.
G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability				
11. To update our approach to Public Performance Reporting for 2019/20 to make best use of the new intranet/internet platform and address direction from Audit Scotland and the Accounts Commission	Director - People	28 Feb 20		A revised approach to Public Performance Reporting which replaced the previously printed calendar commenced in December 2019, by means of presenting an Annual Performance Report to Council. Future work will again look at the best means of using the new Intranet when fully available.

Appendix 3 - Delivering Good Governance – Proposed 2020/21 Improvement Actions

Improvement Action	Lead Officer	Due Date	Priority
A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law			
B. Ensuring openness and comprehensive stakeholder engagement			
12. Enhanced tools to capture client satisfaction data to be added to the Council's Internet Site	Head of Finance and ICT	Revised 31.03.22	Essential
13. Development of a new Communications Strategy	Service Lead – Organisational Development and Customer Services	Revised 31.12.22	Essential
14. Review of governance arrangements for Integrated Joint Board (IJB) and Ayrshire Roads Alliance (ARA)	Head of Regulatory Services	Revised 31.03.21	Essential
15. Development of a procedure to highlight difference engagement has made	Service Lead – Corporate Planning and Improvement	Revised 31.03.22	Desirable
16. Development of an integrated assessment tool incorporating equalities, health in all policies, Fairer Scotland Duty etc. to ensure key strategic priorities are considered at the start of the policy development process with review of effectiveness and relevance reported to Panel before 31 August 2021 (Link to A and C)	Service Lead - Corporate and Housing Policy	31.08.21	Essential

Appendix 3 - Delivering Good Governance – Proposed 2020/21 Improvement Actions

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits			
17. Business cases to be developed to include details as to how Ayrshire Growth deal projects will address Inclusive Growth	Service Lead - Economic Development	Revised 31.12.22	Desirable
18. Complete Revised Asset Management Plan	Service Lead - Asset Management and CAT	31.03.21	Desirable
D. Determining the actions necessary to optimise the achievement of the intended outcomes			
19. Complete a detailed programme of activities to provide a more rigorous approach to delivering change to be presented to Panel by December 2020 (Link to E and F)	Assistant Directors (Change Programme)	31.12.20	Desirable
E. Developing the Council's capacity, including the capability of its leadership and the individuals within it			
F. Managing risk and performance through robust internal control and strong public financial management			
20. The conclusion and outcomes from the review of the financial and associated operating systems will directly inform subsequent workstreams to improve the flow of financial management information to budget holders	Head of Finance and ICT	31.12.20	Essential