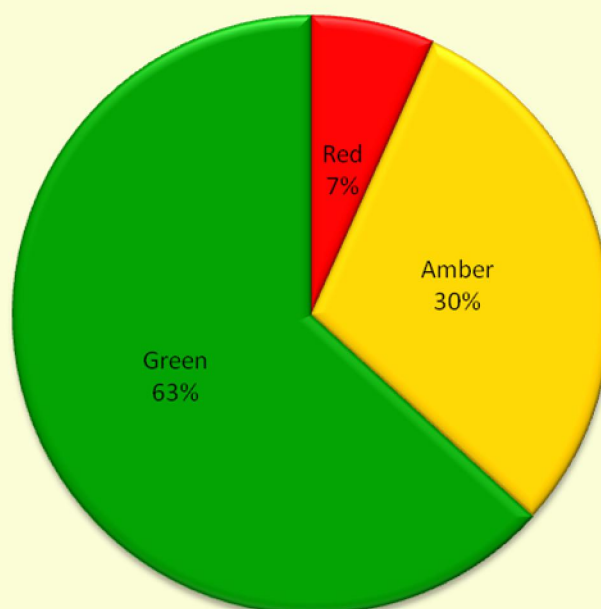
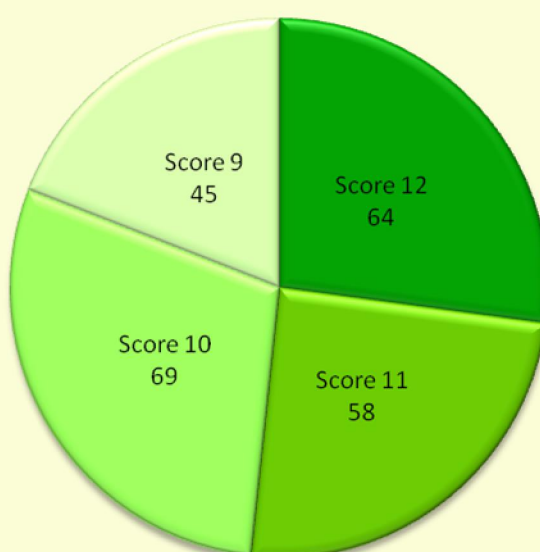


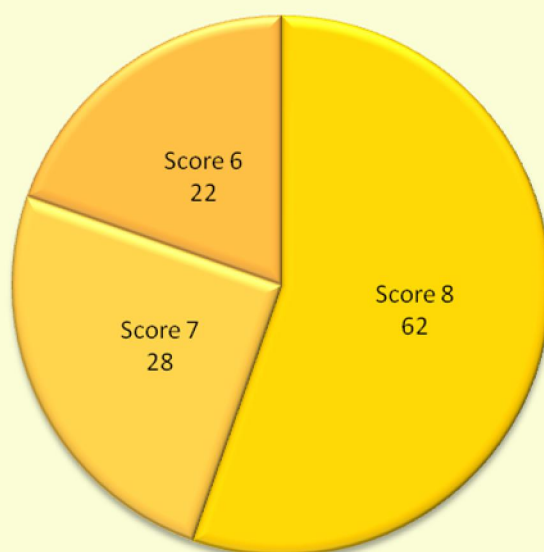
### Governance Database 2011/12 RAG Totals



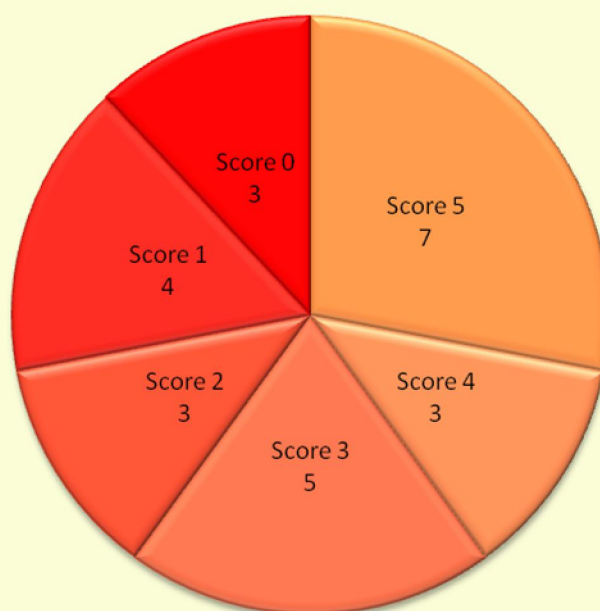
### Governance Database 2011/12 Green Analysis

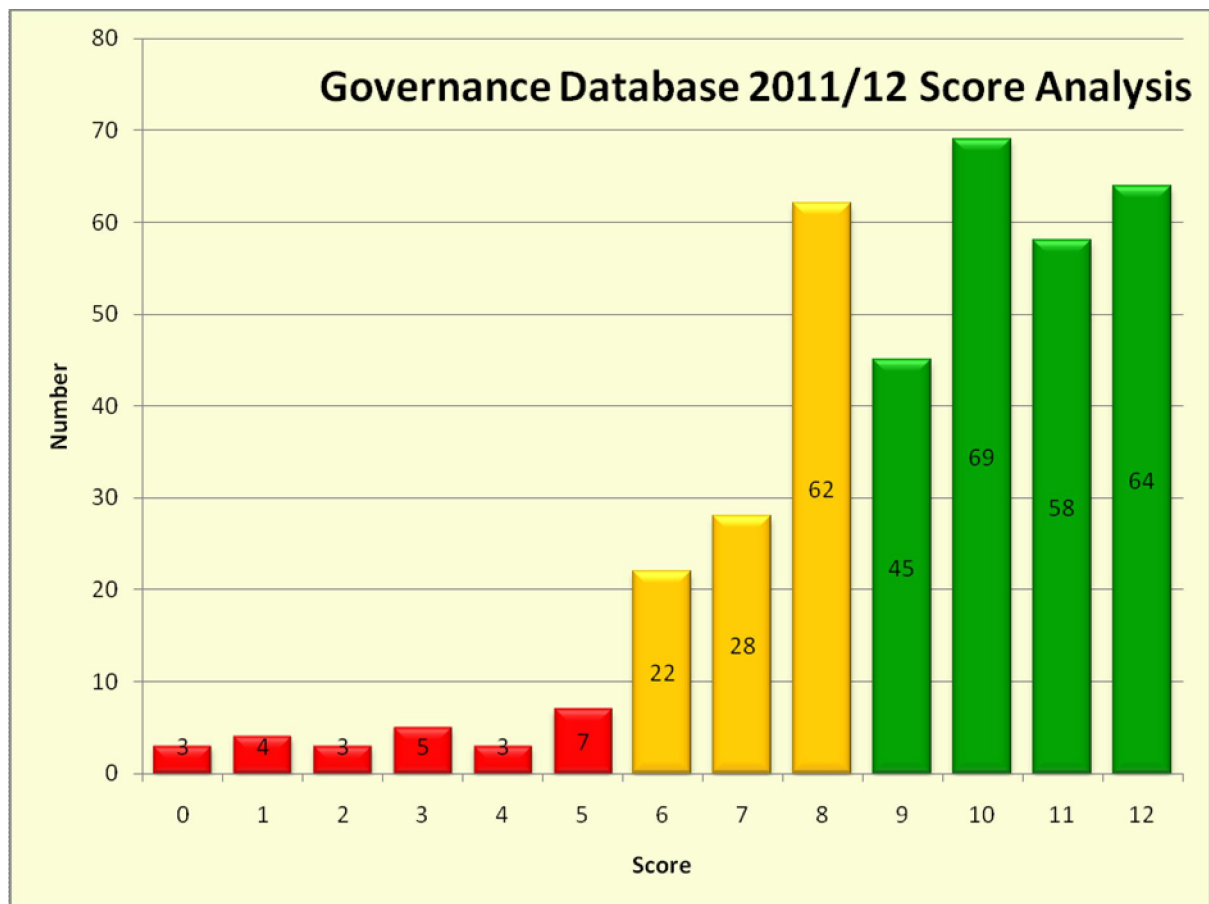


## Governance Database 2011/12 Amber Analysis



## Governance Database 2011/12 Red Analysis





## **Governance Database 2011/12 Full Score analysis**

	Green Standards
Score	Standard
12	1.1.4d Annual financial statements.
12	1.2.2q Risks to service delivery are identified, captured and reported on.
12	1.3.1a Budget and monitoring reports provided to committee that demonstrate compliance with the requirements of the Prudential Code.
12	1.3.1b Prudential indicators approved by Council.
12	1.3.1c Annual capital plan approved by full council.
12	1.3.1d Quarterly monitoring reports to committee.
12	1.3.1e Three year budgeting process that links priorities and resource allocation.
12	1.3.1f Five year general services capital budget consultation with committee.
12	1.3.1h Annual monitoring reported to committee.
12	1.3.1i The annual budgeting and Management Planning process ensures compliance with Standing Orders, Scheme of Delegation, Financial Regulations and Council policy.
12	1.3.1j Clear corporate instruction on how to measure VFM and the corporate requirement to monitor VFM.
12	2.1.1m Head Of Paid Service: Under Standing Orders an officer is appointed Head of Paid Service under s4 of the Local Government and Housing Act 1989 and is responsible to the authority for all aspects of operational management.
12	2.1.1o s95 Officer: An officer is appointed as Proper Officer under S95 of the Local Government (Scotland) Act 1973.
12	2.1.1r Elected Members: Protocol for the best practice to be observed in multi member wards.
12	2.1.1s Elected Members: Review of operation of the multi-member ward protocol at least once every administrative term.
12	2.2.4d Authority's accounts are compiled in accordance with statutory and professional accounting standards.
12	2.2.4e Budgetary control framework and procedures have been developed.
12	2.2.4f Documentation showing that the budgeting / service planning process was followed for setting the budget
12	2.2.4g Authority's accounts are supported by comprehensive papers.
12	2.2.4h The accounts and working papers are approved in accordance with relevant timetable.
12	2.2.4i Regular reporting to committee of financial position and performance, together with projected position.
12	2.2.4j Compliance with the standard expected by external audit as evidenced in their annual report to the Council including the Performance and Risk framework.
12	2.2.5c Internal audit reports highlight any material breaches of Standing Orders or Financial Regulations.
12	2.3.2d Remuneration for Elected Members available for public inspection.
12	2.3.2e Expenses for Elected Members information available for public inspection.
12	2.3.3a Council wide financial and budget performance system in place which enable monitoring and reporting regularly during the financial year.
12	2.3.3b Annual accounts produced within deadlines and certified without qualification.
12	2.3.3e Corporate guidance developed for high level KPI's to reflect the results section of WLAM, which is reviewed annually.
12	2.3.3k Performance management systems are documented regularly, regularly reviewed and updated to take into account changes to organisation structure and new performance measurement frameworks (including the Scottish Governments National Performance Framework)
12	2.3.4j Community Planning Partnership Board meets to review progress at least once per year.
12	3.1.1c Financial Regulations in place and reviewed at least once every administrative term.
12	3.1.1f Schedule of meetings published within defined timescales.
12	3.1.2b Code of Conduct for Councillors

12	3.1.2L Defined standards of personal behaviour, to which individual members, officers, and agents of the authority are required to subscribe. Methodology created for declarations of interest, conflict etc. Registers regularly audited.
12	3.1.3c Registers created for declarations of interest of Members
12	3.2.3a Terms of reference for standards committee including reporting arrangements
12	3.2.4a The council's values are considered when making decisions.
12	3.2.4b The council's values are considered in all committee reports.
12	4.1.1c As a committee report progresses through the committee structure, comments received at each stage are captured in the committee report for consideration at the next stage.
12	4.1.2c Formal statement which specifies the types of decisions that are delegated to officers and those that are reserved for members.
12	4.1.2d Record of professional advice used in reaching decisions.
12	4.1.3d A register of Members Interests is maintained, reviewed and made available for inspection.
12	4.1.3e Robust guidance available for Elected members on what constitutes a conflict of interest.
12	4.1.3f Robust guidance available for officers on what constitutes a conflict of interest.
12	4.1.4f Findings of annual corporate risk assessment regularly reported to Audit Committee.
12	4.1.4g Action plans derived from External Audit reports regularly reported to Audit Committee.
12	4.2.1a Framework agreed between members and officers to ensure that the general information needs of members to support decision making is in place.
12	4.2.1b Description of pre-determined report formats for major decision making which includes option appraisals, risk analysis, financial, staffing and property implications, policy and legal implications, local impact analysis and reference to the vision, purp
12	4.2.1c Calendar of dates for submitting, publishing and distributing timely reports.
12	4.2.2a Ensure that records are maintained of Committee meetings to demonstrate decision making, including advice tendered and supporting materials used.
12	4.2.2d Protocols are in place that require services to seek proper professional advice on the financial implications arising from committee reports.
12	4.3.1b Risk management policy is adopted/approved by committee and reviewed and updated at least once every administrative term.
12	4.3.1c Risk management strategy and risk management processes are adopted/approved by committee and reviewed and updated at least once par annum.
12	4.3.1f Corporate risk register is supported by or incorporates a series of department/service risk registers that identify and assign lower level of operational risks.
12	4.3.1k Reports to support strategic policy decisions and project initiation documents include a risk assessment and the identification of mitigating action.
12	4.3.1r Sources of assurance to support the SIC have been identified and are reviewed by senior officers and members.
12	4.3.1s There are action plans in place to address any significant control issues reported in the SIC.
12	4.3.1t An appropriate committee has responsibility for the review and approval of the SIC and considers it separately form the accounts.
12	4.3.2a Whistle blowing policy exists, which is approved by committee, updated regularly and is reviewed by committee at least once per administrative term.
12	4.4.3c Committee reports ensure that the legal implications of the recommendations with in the report are clearly spelled out
12	5.3.1d Resident panel structure
12	6.1.3a Authority publishes its accounts in accordance with the statutory requirements
12	6.2.5c Timely production of the annual financial statements
12	6.3.1a Staff, trade unions and other relevant representatives are consulted and involved in decision making.
11	1.1.1a Scottish Government 15 national outcomes incorporated into the partnerships Single Outcome Agreement
11	1.1.1e Formal annual report against SOA
11	1.1.1h A Corporate Plan detailing the vision for the council is produced each administrative term.
11	1.1.1i The council's activities and achievements from the previous year are published together with and the planned initiatives for the current year.
11	1.1.1j Performance against Corporate Plan regularly reviewed by committee

11	1.1.1k Terms of reference for service plans.
11	1.1.1L Service Plans reflect corporate objectives.
11	1.1.2e Customer experiences of services taken into consideration in planning process
11	1.1.4a Formal annual report against SOA.
11	1.1.4c Report against Corporate Plan
11	1.1.4e Annual service users feedback report.
11	1.1.4f Publication of Statutory performance indicators (SPI's) on an annual basis
11	1.1.4h Public reporting of service performance.
11	1.2.1a Agreed set of service quality standard measures.
11	1.3.1m VFM programme for auditors which will determine improvement actions to be taken.
11	1.3.1v An efficiency statement is produced and published on a regular basis
11	1.3.1w Programme of VFM exercises undertaken.
11	1.4.2b Training is provided for all parties involved in the delivery of the plans
11	2.1.1a Political management structure is approved by Council and available on the internet
11	2.1.1e Governance arrangements reviewed annually and reported to senior management and committee.
11	2.1.1n Monitoring Officer: An officer is appointed as Monitoring Officer under S5 Local Government and Housing Act 1989.
11	2.1.1x Employees: A code of conduct for employees is approved by the council. The code is reviewed each administrative term.
11	2.1.1y Employees: Protocol in place detailing how to operate with Elected Members from multi member wards.
11	2.2.2c Established appraisals arrangements for all senior directors.
11	2.2.2d A robust performance management system which enables all operations to be reported on in terms of meeting performance standards targets and levels of satisfaction.
11	2.2.4k Annual report of Head of Internal Audit.
11	2.3.2h Structured pay scales reflecting competence for officers.
11	2.3.2L Development of an Organisational Change Policy to ensure that change is communicated and managed effectively.
11	2.3.3c A schedule of main council and committee meetings is planned to ensure that members regularly meet on a formal basis to set the strategic direction of the authority and monitor service delivery.
11	2.3.3d Committee remits focusing on strategic decisions and performance monitoring.
11	2.3.4h Community Plan produced, after consultation, in conjunction with local partners in public, private sector and voluntary sectors and with communities, which plan sets out the targets and challenges ahead.
11	2.3.4i There is committee scrutiny and review to examine priority and performance against the twelve local challenges (as incorporated in the SOA).
11	2.3.4m The Single Outcome Agreement (SOA) reflects the outcome measures to be delivered by the Community Plan. SOA reviewed at least every three years.
11	3.1.2c Code of Conduct for Employees
11	3.1.2h Pre-employment disclosure checks are undertaken and a risk assessment process in place.
11	3.1.2i Compliance with Protection of Children legislation in respect of officers and members appointed to a childcare position
11	3.2.3f Complaint process re officers' behaviour developed and reviewed at least once every administrative term.
11	4.1.1d Scrutiny work-plans are systematically driven by the authority's priorities.
11	4.1.3a Members and officers codes of conduct refer to a requirement to declare interests.
11	4.1.3j Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints.
11	4.1.5a Complaints protocol and procedures in place.
11	4.3.1d Authority maintains and reviews a register of its corporate business risks, linking them to strategic business objectives and assigning ownership for each risk.
11	4.3.1g Relevant training and guidance for all staff to enable them to take responsibility for managing risk within their own working environment.

11	4.3.1i 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.
11	4.3.1p A report is provided annually to committee, to report on the most significant risks to the council and the effectiveness of the systems of internal risk control for these risks and other risks in general.
11	4.4.3a Monitoring Officer appointed in terms of s5 of the Local Government and Housing Act 1989.
11	5.1.1a Induction programme which includes an introduction to the local environment and the sector, the authority's relationship with other bodies and the context for the authority's strategy
11	5.1.2c Contract of employment / job descriptions for Statutory Officers. Review every administrative term and update as required
11	5.1.2d There is a job description / personal specification for each statutory officer role
11	5.2.3a External scrutiny is undertaken of the council's performance.
11	5.2.3b Internal scrutiny is undertaken of the council's performance.
11	5.2.3d A performance system is in place that captures targets set by committees and allows monitoring and reporting of performance against these targets.
11	5.3.1e Participation in Community Councils is encouraged and maximised.
11	5.3.1h Encouraging citizens to be aware of the role of the local authority both as a service provider, as an employer and as organ of local democracy.
11	6.1.3c Authority publishes a report for the public on the outcomes specified in the single outcome agreement which is accessible to the public
11	6.2.2b Reports of council meetings available for inspection
11	6.2.5a Public Performance Reporting which is accessible, user friendly and tailored to the needs of local communities.
11	6.2.6b Complying with the requirements of the Freedom of Information Act
10	1.1.1d Performance against SOA measures published on the intranet.
10	1.1.2a Signed off purpose and vision statement
10	1.1.2b Review of the authority's vision
10	1.1.3a Fully Signed off and published Community Plan.
10	1.1.3b Documented record of process of determining and reviewing vision
10	1.1.3h Evidence of compatibility of partnership and local authority goals.
10	1.1.4g Public reporting of corporate performance.
10	1.2.1c Evidence that views have been taken into account in service planning delivery.
10	1.2.2a Regular reports produced on progress of service delivery.
10	1.2.2d Formally approved complaints policy, which is reviewed and the public are aware of it.
10	1.2.2i Customer contact arrangements are in place to record customer comments, complaints and requests for service.
10	1.2.2L An Audit Committee remit that covers financial controls.
10	1.3.1o Benchmarking is used to ensure that services are performing well.
10	1.4.2a Exercises are conducted that establish the effectiveness of the plans.
10	2.1.1i Published job descriptions for all officers and Elected Members.
10	2.1.1j Leader Of The Council: Published job description.
10	2.1.1L Chief Executive: Published job description.
10	2.1.1p Elected Members: Job descriptions for Members' role approved by Council. Reviewed every administrative term and updated as required.
10	2.1.1v Chief Officers: Contract of employment/job outline for Chief Officers reviewed every administrative term and updated as required.
10	2.1.1w Chief Officers: Chief Officer roles reflected in Scheme of Delegation.
10	2.2.1e Standing Orders and Financial Regulations are regularly reviewed.
10	2.2.4c Schemes of Delegation, Standing Order and Financial Regulations which are consistent with statute
10	2.2.5b Schemes of Delegation, Standing Order and Financial Regulations which are consistent with statute.

10	2.3.2c A scheme for member remuneration and allowances and personnel policies and conditions of service which ties in with the national scheme.
10	2.3.2f Remuneration information for officers available for public inspection.
10	2.3.2j Process for structure setting, approving, grading and addressing appeals.
10	2.3.2m Development of Job Evaluation and job matching procedures or adoption of recognised national standards
10	2.3.3i Reports include detailed performance results both absolute and relative to peer authorities, clear indication of below, on or above target results, highlighting areas where corrective action is necessary.
10	2.3.4g Corporate Plan produced, after consultation, which sets out the targets and challenges ahead.
10	2.3.4L Report annually in Factfile on performance against targets and challenges in the Corporate Plan.
10	2.3.5c Members responsibilities on outside bodies training provided generally at least once per administrative term and specifically for those members who are appointed to a body each time a member is so appointed.
10	3.1.1d Scheme of Delegation in place and reviewed at least once every administrative term.
10	3.1.1e Values incorporated into decision making process (see 3.2.1 below)
10	3.1.1g Meetings held in public and minutes published unless there are good reasons for confidentiality.
10	3.1.1i Disclosure of senior officer emoluments.
10	3.1.1j Members' Allowance Scheme arrangements approved by Council
10	3.1.1k Published record of allowances.
10	3.1.2f Protocols in place to ensure that relevant areas that are not covered in the standing orders are clarified and appropriately regulated.
10	3.1.2n Complaints procedure for officers
10	3.1.2p Induction scheme developed and reviewed at least once per administrative term. Induction training carried out for members.
10	3.1.2q Induction of new officer on standards of behaviour
10	3.1.2r Performance appraisal procedures.
10	4.1.1b The role of scrutiny has been established through committee structures.
10	4.1.2a Decision making protocols.
10	4.1.2e Committee reports requiring a decision include an assessment of risks associated with the decision.
10	4.1.3b Standing orders in place that deal with procurement, ratification and execution of contracts.
10	4.1.3c Record declarations being sought and made at all committee meetings.
10	4.1.3g Up to date register maintained of gifts and hospitality received for Elected Members. Audit of register undertaken at least once per administrative term.
10	4.1.4a Terms of reference in place for Audit Committee.
10	4.1.4b Terms of reference in place for Performance Committee.
10	4.1.4d Committee members training in place to ensure effective performance within audit and performance committees.
10	4.2.2f Protocols are in place that require services to seek proper professional advice on the legal implications arising from committee reports.
10	4.3.1L A senior management team regularly reviews the most significant risks that could prevent the authority achieving its key business objectives.
10	4.4.2a Members receive regular training relating to specific relevant legislation and the extent of their legal responsibilities.
10	4.4.3d Training for managers includes legislative requirements of the council.
10	4.4.3e Training for elected members includes legislative requirements of the council.
10	5.1.1e Access to update courses / information
10	5.1.1f Induction programme which includes an introduction to the local environment and the sector, the authority's relationship with other bodies and the context for the authority's strategy
10	5.1.3a Clear remits set out in Scheme of Delegation to officers.
10	5.1.3c Contract of employment / job descriptions for Chief Officers. Review every administrative term and update as required
10	5.1.3d There is a job description / personal specification for each chief officer role



10	5.2.1a Contract of employment/job outline for senior officers.
10	5.2.1d Training plan in place for elected members
10	5.2.1e Roles and responsibilities for officers and elected members including job profile and personal specification for each role.
10	5.2.3e An Elected Member Appraisal system is in place which results in the production of a Personal Development Plan for each Elected Member.
10	5.3.1g Performance, Development and Scrutiny Panels encourage stakeholders to attend and participate
10	5.3.2a Elected Members: There is a development programme in place for Elected Members.
10	5.3.2c Officers: There is a training and development of current managers together with identification and training of future managers.
10	6.1.1a There is a community strategy in place which sets out what the goals and responsibilities of the community planning partnership are.
9	1.1.1f Ten year Community Plan for West Lothian produced in conjunction with local partners in public services, the private sector, voluntary sector and communities. Inclusion of targets and challenges in the plan
9	1.1.2c Review of governance code
9	1.1.3e Agreed role and scope of statutory partnership contribution to tasks
9	1.1.4b Report against Community Plan
9	1.2.1b Clear processes in place to hear the views of users and non-users from all backgrounds.
9	1.2.2b Performance trends are established and reported upon.
9	1.4.1a Plans are developed which ensure adequate and effective handling of recognised civil emergencies.
9	2.1.1f Documented and approved process for holding officers to account for achieving agreed objectives and implementing strategy.
9	2.1.1g The Code of Conduct for Elected Members contains details of the responsibilities of Elected Members and officers.
9	2.1.1q Elected Members: Protocol contained in national Code of Conduct for Councillors.
9	2.2.1c An effective and clear scheme of delegation is in place, including a formal section identifying matters reserved to Council, i.e. not delegated
9	2.2.1d Established terms of reference and reporting arrangements of all committees and any sub-committees of the authority.
9	2.2.3b Political management structure is clear and effective. Reviewed every administrative term and updated as required.
9	2.3.1c Protocols for communications between officers and groups of and individual elected members.
9	2.3.2b Roles and responsibilities of all senior officers, together with the terms of their remuneration and its review, are clearly defined in writing and reviewed annually.
9	2.3.2g Expenses for officers information available for public inspection.
9	2.3.2i Competencies Incorporated into job grading process.
9	2.3.3f Appropriate key performance indicators have been established and approved for each service element and included in the service plan.
9	2.3.3g Regular reports on progress and delivery of KPI's, which are presented to managers and members.
9	2.3.3h Performance committees receive performance reports which focus on responsibilities under the Corporate Plan.
9	2.3.3L Performance measures and benchmarking are being used to describe and evaluate how the authority's asset base contributes to the achievement of corporate and service objectives, including improvement priorities.
9	2.3.4b Protocols for consultation with third parties.
9	2.3.4d Evidence to support the quality of consultation e.g. breadth of promotion, diversity of participants and respondees.
9	2.3.4e Statutory procedures are followed where these exist.
9	2.3.4k Review of progress against the Community Plan targets every two years and regular reporting of review outcomes.
9	2.3.5e The activities and decisions of outside bodies to which the council has appointed a member as a representative are reported back to the appropriate forum within the council.
9	2.3.6e The activities and decisions of outside bodies to which the council has appointed an officer as a representative are reported back to the appropriate forum within the council.
9	3.1.2g Services are delivered by trained, experienced and appropriately qualified people

9	3.1.3a A corporate standard on equality has been developed, which influences activities at all levels. This standard is reviewed and reported against at least once per annum.
9	3.1.3d Develop procedures for identifying potential conflict and for dealing with conflict that arises.
9	3.2.1c Shared values are regularly and effectively communicated with Elected Members, officers, partners and community and the values form part of the decision making process.
9	3.2.1d Shared values are affirmed within major corporate plans and strategies.
9	4.1.1g Evidence of improvements of proposals as a result of scrutiny.
9	4.1.1j Put in place proper arrangements to satisfy the statutory review of financial and operational reporting processes.
9	4.1.1k Put in place proper arrangements to satisfy voluntary independent review of financial and operational reporting processes.
9	4.2.2c Ensure that a senior officer is made responsible to the authority for ensuring that appropriate advice is given on financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal control.
9	4.2.2e Ensure that a senior officer is made responsible to the authority for ensuring that appropriate advice is given on legal matters.
9	4.3.1j Risk management awareness training for those members with specific responsibility for risk management and ultimately for all members.
9	4.4.1a The constitution, remit and powers of the local authority are defined.
9	5.2.1g Corporate Governance Working Group recommendations to senior management and to committee.
9	6.2.1a A communication strategy is developed that establishes clear channels of communication with all sections of the community and other stakeholders, and puts in place proper monitoring arrangements to ensure that they operate effectively.
9	6.2.3c Locality planning framework that encourages local citizens to become involved in the issues within their multi-member ward
9	6.2.3f Effective and well communicated comments and complaints procedure.
9	6.2.4a Develop a clear policy or framework for consultation and feedback
9	6.2.6a The council's stated values and standing orders and reporting standards ensure that the authority as a whole is open and accessible subject only to the need to preserve confidentiality where it is proper and appropriate to do so.
<b>Amber Standards</b>	
<b>Score</b>	<b>Standard</b>
8	1.1.1m Communication Strategy for corporate objectives.
8	1.1.3f Agreed role and scope of other partners contribution to tasks.
8	1.2.2c Committee Reports detailing complaints dealt with and analysed by outcome.
8	1.2.2e Complaints system records actions taken to prevent re-occurrence.
8	1.2.2j Unified approach to complaint handling across the council, with a common point of entry and also across community planning partnerships and other forms of partnership working.
8	1.2.2m A Performance Committee that covers non financial controls.
8	1.2.2p Follow up reports on recommendations are requested and reviewed by the relevant senior management team and progress is regularly reported to the relevant committee.
8	1.3.1L Monitoring of VFM captured WLAM.
8	1.3.1q Corporate framework/guidance for assessing environmental impact of policies, plans and decisions.
8	1.3.1r Consultation is undertaken before policies and plans are developed.
8	2.1.1t Elected Members: Annual training for elected members on the code of conduct for elected members, including the officer/member interface.
8	2.2.1a Scheme of delegation (including scheme of delegation for each service).
8	2.2.2e Chief Executive appointed Head of Paid Service under s4 of the Local Government and Housing Act 1989.
8	2.2.2f Contract of Employment and Scheme of Delegation reflect responsibility under s4 of the Local Government and Housing Act 1989.
8	2.2.3a Job description for the Leader and Chief Executive that make respective roles clear
8	2.2.4a Identify post within organisation staff structure and a current section 95 job description, membership of top management team.
8	2.2.4b Appointment of a senior officer to the role of s95 officer.

8	2.3.2k Managers decisions shaped by identifiable drivers such as modernisation of service, efficiency or best value.
8	2.3.3j Committee reports on below par performance include SMART action plans to improve performance.
8	2.3.4f Major strategic documents approved within management and committee terms.
8	3.1.1b Standing orders in place and reviewed at least once every administrative term.
8	3.1.1h Agendas and minutes of meetings published within defined timescales. Verification of minutes through content management.
8	3.1.2a Anti-fraud and anti corruption policies created and reviewed at least once every administrative term. Policies cover officers, elected members and customers.
8	3.1.2k Protocol developed governing relationship between members and officers
8	3.1.2o Complaints procedure for agents of the council
8	3.1.3b Registers created for declarations of interest of employees
8	3.2.1a Council statement of values
8	3.2.3e Process for customer consultation on behaviour of officers developed and reviewed at least once per administrative term.
8	4.1.1f Record of meetings of groups established to scrutinise reports, data and findings.
8	4.1.1h Agendas and minutes of scrutiny meetings available for inspection.
8	4.1.1i Follow up requests in response to scrutiny undertaken by members.
8	4.1.1L Ensure that the results of scrutiny and challenge are properly captured, reviewed and actioned. Ensure that actions and outcomes are reviewed to deliver positive benefits are realised.
8	4.1.2b Record of decisions and supporting materials as well as use of casting vote.
8	4.1.2f Impact assessment and consequences of decisions should be reported back to members.
8	4.1.2g Ratification of any urgent decisions taken by the leaders in accordance with standing orders.
8	4.1.2i Council Minutes record decisions effectively
8	4.1.4c Members of the Audit and Performance Committees are independent of the executive function.
8	4.1.4e Findings of Internal Audit are regularly reported to the Audit Committee.
8	4.3.1e Corporate register includes risks which arise from and within partnerships.
8	4.3.1h A committee has specific responsibility included in its terms of reference to consider corporate risk management.
8	4.3.1q Authority has conducted an annual review of the effectiveness of the system of internal control and has reported on this in the Statement on Internal Control (SIC).
8	4.4.2b Officers receive regular training relating to specific relevant legislation and the extent of their legal responsibilities.
8	4.4.3b There is a scheme of delegation which requires officers to comply with the law when carrying out their duties.
8	5.1.1c Training & development plan for each member
8	5.1.1d Assessments of the skills of individual members
8	5.1.1i Access to update courses / information
8	5.1.2a Clear remits set out in Scheme of Delegation to officers.
8	5.1.3b Scheme of Delegation to Officers has been communicated to staff, including those not delegated to take action.
8	5.1.3e Training & Development plan for each Chief Officer
8	5.2.1b Training plan in place for elected members.
8	5.2.1f Investors in People reviews and personal development plans for officers
8	5.2.2b Training plan in place for elected members
8	5.2.3c A performance system is in place that evaluates the performance of the committees and the individuals that make up their membership.
8	5.3.1f Committees encourage stakeholders to attend and participate in meetings.
8	6.1.1b There is a local authority corporate strategy that supports and facilitates the delivery of the outcomes of the community strategy.
8	6.2.1b Processes for dealing with competing demands within the community

8	6.2.2a There has been active promotion of meetings to the public.
8	6.2.3a Arrangements are in place to enable the authority to engage with all sections of the community effectively.
8	6.2.3d A management framework is in place that requires customer consultation with all sections of the community.
8	6.2.3e Disability Forum to engage with disabled citizens of West Lothian
8	6.2.4b A communication strategy is developed that establishes clear channels of communication with all sections of the community and other stakeholders, and puts in place proper monitoring arrangements to ensure that they operate effectively.
8	6.2.5b Annual report which provides details of both positive and negative performance in terms of outcomes specified in the Single Outcome Agreement
7	1.1.2d Assessment of impact of changes from vision document.
7	1.2.1e The A to Z of public council services containing standards for all services. Maintenance and updating of A to Z of public council services reviewed annually by a designated officer
7	1.2.2n External assurance reports collated centrally and reports reviewed by relevant senior management team and reported to committee.
7	1.3.1n Compare information about the economy, efficiency and effectiveness of services provided by similar organisations.
7	2.1.1b Terms of reference for the administration of each committee reviewed every administrative term and update as required.
7	2.1.1d Public document setting out authorities approach to governance.
7	2.2.1f There are clear management processes to ensure compliance with Standing Orders, Scheme of Delegation Financial Regulations and Council policy
7	2.2.2b Established appraisals arrangements for the Chief Executive.
7	2.2.5a An officer is appointed to ensure that agreed procedures are followed and applicable statutes and regulations complied with. These duties are defined within their job description.
7	2.3.7a A guide to partnership agreements is available to define partnership and provide guidance to ensure consistency of application and standards.
7	3.1.1a Corporate values set and promoted through major corporate documents and other media.
7	3.2.2a Ethical standards are set and monitored against an appropriate standard or standards.
7	3.2.3g Complaint process re agents' behaviour developed and reviewed at least once every administrative term.
7	3.2.5b Values are agreed with partners and reflected within the partnership agreement.
7	4.1.1e Scrutiny is supported by documented evidence, option appraisal and data analysis.
7	4.1.3h Up to date register maintained of gifts and hospitality received for officers. Audit of register undertaken at least once per administrative term.
7	4.2.2b Officers create and retain notes which record details of any legal and financial advice given.
7	4.3.1a Risk management is embedded in the Strategic Planning, Financial planning, Service Delivery, Policy making and review, Project management, Performance management. This is included in council the Standing Orders
7	4.3.1m Service management teams regularly review significant risks that could prevent the service and/or the authority from achieving its key business objectives.
7	4.3.1n Risk related issues identified by auditors and inspectors are captured, actioned and reviewed.
7	5.1.2e Training & Development plan for each Statutory Officer
7	5.2.1c Roles with governance duties are identified. Specific training is provided.
7	5.2.2a Job outlines, personal development plans, learning and development plans
7	5.3.1a Improving awareness of the local authority through partnership working.
7	5.3.2e Officers: Career development and progression in place for employees.
7	5.3.2f Officers: There is succession planning in place.
7	6.1.2a Establish a database of stakeholders with whom the authority should engage and for what purpose. Database also records the effect of any changes made.
7	6.2.3b Citizen consultations are undertaken by service areas in relation to specific issues and projects (e.g. capital project consultation)
6	1.1.3d Agreed role and scope of contracted partner contribution to tasks
6	1.1.3g Maintenance of schedule of partnerships
6	1.2.2g Staff trained to deal with complaints and empowered to deal with them.

6	1.2.2h Corporate communication standard developed.
6	2.3.1a Protocol contained in National Code of Conduct for Councillors. Elected Members advised of protocol at least once per year.
6	2.3.4a A list of accountable bodies to consult has been produced in order to maintain an effective dialogue with those to whom we are accountable.
6	2.3.5d A document, which has been accepted by all partners, establishes all roles and responsibilities relating to the activities of the partnership.
6	2.3.6a Effective and clear scheme of delegation in place.
6	2.3.6d A document, which has been accepted by all partners, establishes all roles and responsibilities relating to the activities of the partnership.
6	2.3.7c For each partnership there is a clear statement of principles and objectives, clarity and definition of roles and responsibilities, a statement of funding sources and accountability and a protocol for dispute resolution.
6	3.2.5a Develop guidance for partnership working, to include protocols, processes and guidance.
6	4.1.2h Evidence of the use of option appraisals in reaching decisions.
6	4.3.1o Risk analysis takes into consideration positive risks (opportunities) as well as negative risks (threats).
6	5.1.1g Contract of employment/job description. Roles and responsibilities for officers including job profile and personal specification for each role.
6	5.1.1h Assessments of the skills of individual officers and a training & development plan developed for each officer
6	5.1.2b Scheme of Delegation to Officers has been communicated to staff, including those not delegated to take action.
6	5.2.2d Senior management and committee review policy and decisions to check for the requirement for external reference
6	5.3.1b Stakeholder forums terms of reference
6	5.3.1c Area forum roles and responsibilities
6	5.3.2d Officers: Investors in People reviews and personal development plans for officers
6	6.1.1c Results from internal / external consultation exercises have been analysed and published
6	6.1.3b At least annually there is a report against scrutiny activity.
<b>Red Standards</b>	
<b>Score</b>	<b>Standard</b>
5	1.1.3c Agreed role and scope of funded organisations contribution to tasks.
5	1.2.2k Regular testing of complaints handling procedure to ensure it meets consumer needs and expectations.
5	1.3.1p A strategy has been developed and communicated which considers strategic and operational sustainability at least once every administrative term.
5	2.1.1h Standing Orders contain details of the responsibilities of Elected Members and officers.
5	2.2.2a Up to date job description for the chief executive which sets out their operational responsibilities.
5	5.1.1b Roles and responsibilities for elected members including job profile and personal specification.
5	6.2.5d Making the findings of inspectors and regulators available to the public as well as the results of any self-assessments undertaken by the authority itself, which identify the areas where the authority needs to improve.
4	2.2.1b Scheme of delegation to Community Planning Partnerships.
4	3.2.3d Process for referral and responding to Standards Commission investigations.
4	4.1.1a The role of scrutiny has been established through a scheme of delegation.
3	1.2.1d Comparison and analysis of quality of service provided by similar organisations.
3	2.1.1u Elected Members: Annual review of operation of Code of Conduct reported to senior management and committee.
3	3.1.1L Annual Governance Statement produced.
3	4.4.2c Officers ensure that a proper record is maintained of any legal advice issued by them.
3	5.3.2b Elected Members: There is succession planning in place.
2	2.2.4L Clear job description for the treasurer of any joint boards distinguishing responsibilities from those of the finance officer of the service subject to the joint board arrangement.
2	3.1.2m Complaints procedure for Elected Members developed and reviewed at least once every administrative term.

2	3.2.3b Public opinion sought on behaviour of elected members.
1	2.3.5a Effective and clear scheme of delegation for Members in place, including a formal section identifying matters reserved to Council i.e. not delegated to a Member.
1	2.3.5b There is guidance provided for Members relating to effective working relationships between Members and partners.
1	2.3.6b There is guidance provided for Officers relating to effective working relationships between Officers and partners.
1	3.1.2d Officers' code of conduct acknowledges professional bodies' codes of conduct.
0	2.3.6c Officer's responsibilities on outside bodies training provided generally at least once per administrative term.
0	3.1.2e There is code of general conduct for agents of the council.
0	4.1.4h Financial Strategy and Audit Risk Analysis Plan for coming year presented to Audit Committee.