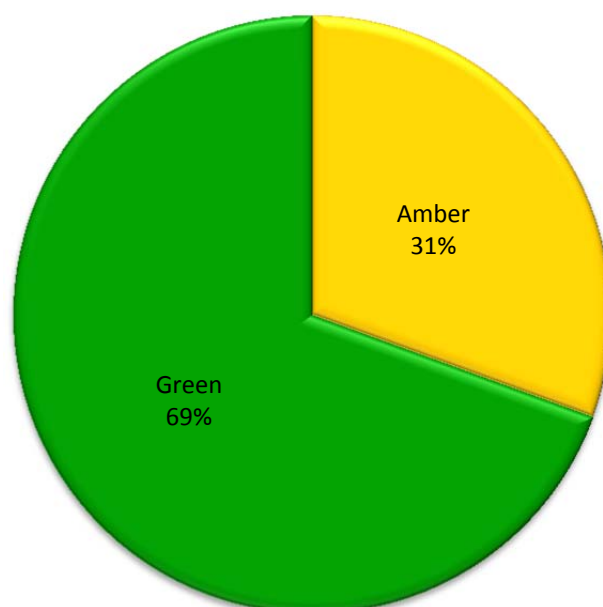
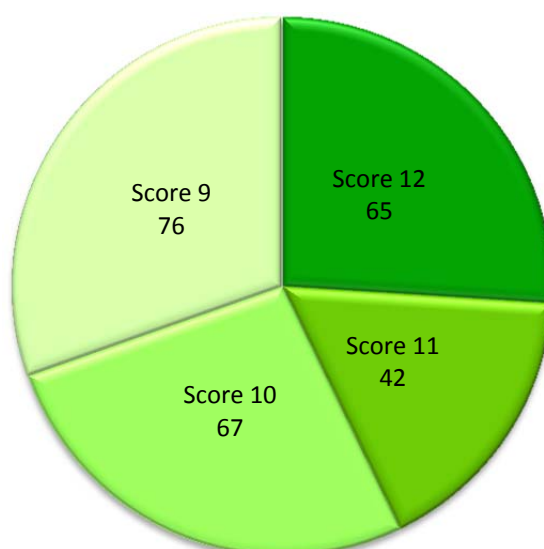


Code of Corporate Governance Data

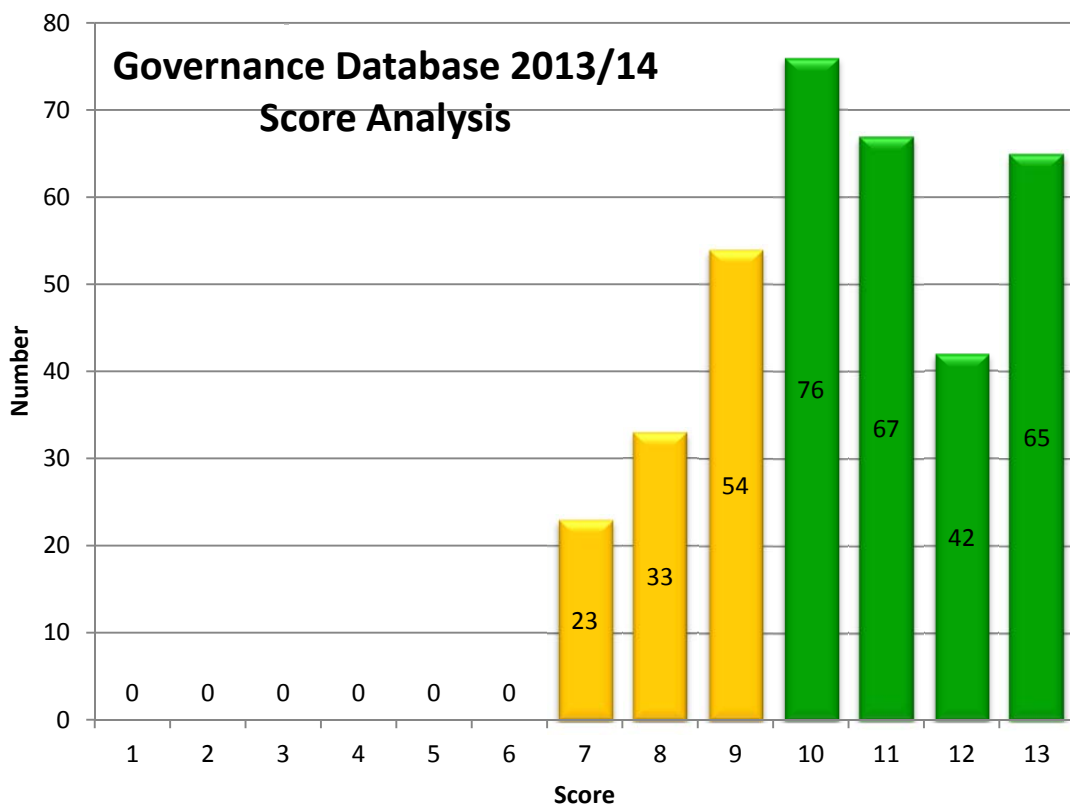
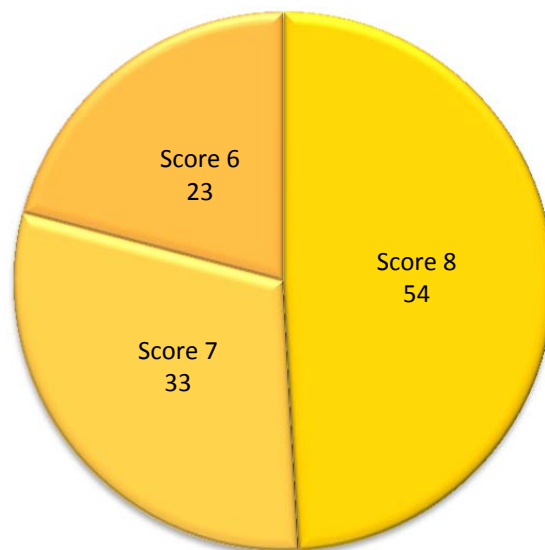
Governance Database 2013/14 RAG Totals



Governance Database 2013/14 Green Analysis



Governance Database 2013/14 Amber Analysis



Score	Green Standards
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 Council Executive.
12	1.1.2c Review of governance code
12	1.3.1d Quarterly monitoring reports to committee.
12	3.1.2c Code of Conduct for Employees
12	1.3.1e Annual 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	1.1.4d Bi-annual financial statements.
12	3.1.1f Schedule of meetings published within defined timescales.
12	3.1.3c Registers created for declarations of interest of Members
12	1.1.1k Terms of reference for service plans.
12	1.3.1j Clear corporate instruction on how to measure VFM and the corporate requirement to monitor VFM.
12	2.3.3a Council wide financial and budget performance system in place which enable monitoring and reporting regularly during the financial year.
12	2.3.2d Remuneration for Elected Members available for public inspection.
12	2.2.2e Chief Executive appointed Head of Paid Service under s4 of the Local Government and Housing Act 1989.
12	1.1.1L Service Plans reflect corporate objectives.
12	4.2.1c Calendar of dates for submitting, publishing and distributing timely reports.
12	2.3.3b Annual accounts produced within deadlines and certified without qualification.
12	2.2.4a Identify post within organisation staff structure and a current section 95 job description, membership of top management team.
12	2.3.2e Expenses for Elected Members information available for public inspection.
12	2.1.1L CHIEF EXECUTIVE: Published job description.
12	1.3.1m VFM programme for auditors which will determine improvement actions to be taken.
12	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.
12	2.2.4b Appointment of a senior officer to the role of s95 officer.
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	4.1.3d A register of Members Interests is maintained, reviewed and made available for inspection.
12	1.2.2L An Audit Committee remit that covers financial controls.
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	2.2.5c Internal audit reports highlight any material breaches of Standing Orders or Financial Regulations.
12	2.3.3e Corporate guidance developed for high level KPI's to reflect the results section of WLAM, which is reviewed annually.
12	2.1.1n MONITORING OFFICER: An officer is appointed as Monitoring Officer under S5 Local Government and Housing Act 1989.

Score	Green Standards
12	4.1.3e Robust guidance available for Elected members on what constitutes a conflict of interest.
12	2.2.4d Authority's accounts are compiled in accordance with statutory and professional accounting standards.
12	2.1.1o s95 OFFICER: An officer is appointed as Proper Officer under S95 of the Local Government (Scotland) Act 1973.
12	4.3.1b Risk management policy is adopted/approved by committee and reviewed and updated at least once every administrative term.
12	2.2.4e Budgetary control framework and procedures have been developed.
12	4.1.3f Robust guidance available for officers on what constitutes a conflict of interest.
12	2.2.4f Documentation showing that the budgeting / service planning process was followed for setting the budget
12	4.1.4e Findings of Internal Audit are regularly reported to the Audit Committee.
12	1.2.2q Risks to service delivery are identified, captured and reported on.
12	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.
12	1.3.1v An efficiency statement is produced and published on a regular basis
12	2.2.4g Authority's accounts are supported by comprehensive papers.
12	4.1.4f Findings of annual corporate risk assessment regularly reported to Audit Committee.
12	2.2.4h The accounts and working papers are approved in accordance with relevant timetable.
12	5.1.3c Contract of employment / job descriptions for Chief Officers. Review every administrative term and update as required
12	2.3.2L Development of an Organisational Change Policy to ensure that change is communicated and managed effectively.
12	4.1.4g Action plans derived from External Audit reports regularly reported to Audit Committee.
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	2.2.4i Regular reporting to committee of financial position and performance, together with projected position.
12	5.1.3d There is a job description / personal specification for each chief officer role
12	4.1.4h Financial Strategy and Audit Risk Analysis Plan for coming year presented to Audit Committee.
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	6.1.3a Authority publishes its accounts in accordance with the statutory requirements
12	2.1.1w CHIEF OFFICERS: Chief Officer roles reflected in Scheme of Delegation.
12	6.3.1a Staff, trade unions and other relevant representatives are consulted and involved in decision making.
12	5.3.1d Resident panel structure
12	2.1.1x EMPLOYEES: A code of conduct for employees is approved by the council. The code is reviewed each administrative term.
12	6.2.5c Timely production of the annual financial statements
12	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.
12	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).
12	4.3.1r Sources of assurance to support the SIC have been identified and are reviewed by senior officers and members.

Score	Green Standards
12	4.3.1s There are action plans in place to address any significant control issues reported in the SIC.
11	3.1.1a Corporate values set and promoted through major corporate documents and other media.
11	1.1.2b Review of the authority's vision
11	1.1.3b Documented record of process of determining and reviewing vision
11	1.1.1h A Corporate Plan detailing the vision for the council is produced each administrative term.
11	2.1.1e Governance arrangements reviewed annually and reported to senior management and committee.
11	1.2.2d Formally approved complaints policy, which is reviewed and the public are aware of it.
11	1.1.4c Report against Corporate Plan
11	2.2.2b Established appraisals arrangements for the Chief Executive.
11	2.2.2c Established appraisals arrangements for all senior directors.
11	1.1.1j Performance against Corporate Plan regularly reviewed by committee
11	4.1.2d Record of professional advice used in reaching decisions.
11	2.3.2c A scheme for member remuneration and allowances and personnel policies and conditions of service which ties in with the national scheme.
11	1.4.2b Training is provided for all parties involved in the delivery of the plans
11	3.1.2h Pre-employment disclosure checks are undertaken and a risk assessment process in place.
11	3.2.4a The council's values are considered when making decisions.
11	1.1.4f Publication of Statutory performance indicators (SPI's) on an annual basis
11	3.1.2i Compliance with Protection of Children legislation in respect of officers and members appointed to a childcare position
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	2.3.2h Structured pay scales reflecting competence for officers.
11	3.1.1L Annual Governance Statement produced.
11	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.
11	5.2.3a External scrutiny is undertaken of the council's performance.
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	5.1.2c Contract of employment / job descriptions for Statutory Officers. Review every administrative term and update as required
11	4.4.3a Monitoring Officer appointed in terms of s5 of the Local Government and Housing Act 1989.
11	1.3.1w Programme of VFM exercises undertaken.
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	5.1.2d There is a job description / personal specification for each statutory officer role
11	4.1.3j Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints that relate to conflicts of interest.
11	4.4.3c Committee reports ensure that the legal implications of the recommendations with in the report are clearly spelled out
11	2.1.1v CHIEF OFFICERS: Contract of employment/job outline for Chief Officers reviewed every administrative term and updated as required.

Score	Green Standards
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	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	6.2.5a Public Performance Reporting which is accessible, user friendly and tailored to the needs of local communities.
11	2.2.4k Annual report of Head of Internal Audit.
11	6.2.2b Reports of council meetings available for inspection
11	6.2.6b Complying with the requirements of the Freedom of Information Act
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	6.2.5b Annual report which provides details of both positive and negative performance in terms of outcomes specified in the Single Outcome Agreement
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	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.
11	4.3.1n Risk related issues identified by auditors and inspectors are captured, actioned and reviewed.
10	1.2.1a Agreed set of service quality standard measures.
10	1.1.2a Signed off purpose and vision statement
10	1.2.2a Regular reports produced on progress of service delivery.
10	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.
10	1.2.1c Evidence that views have been taken into account in service planning delivery.
10	4.1.2a Decision making protocols.
10	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.
10	3.1.1d Scheme of Delegation in place and reviewed at least once every administrative term.
10	2.1.1f Documented and approved process for holding officers to account for achieving agreed objectives and implementing strategy.
10	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.
10	3.2.2a Ethical standards are set and monitored against an appropriate standard or standards.
10	1.1.2e Customer experiences of services taken into consideration in planning process
10	4.1.2c Formal statement which specifies the types of decisions that are delegated to officers and those that are reserved for members.
10	1.4.2a Exercises are conducted that establish the effectiveness of the plans.
10	2.2.3a Job description for the Leader and Chief Executive that make respective roles clear
10	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.
10	2.1.1i Published job descriptions for all officers and Elected Members.
10	1.1.4e Annual service users feedback report.
10	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.
10	3.1.1g Meetings held in public and minutes published unless there are good reasons for confidentiality.

Score	Green Standards
10	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
10	4.1.3b Standing orders in place that deal with procurement, ratification and execution of contracts.
10	1.1.3h Evidence of compatibility of partnership and local authority goals.
10	1.2.2i Customer contact arrangements are in place to record customer comments, complaints and requests for service.
10	3.2.3f Complaint process re officers' behaviour developed and reviewed at least once every administrative term.
10	3.2.4b The council's values are considered in all committee reports.
10	4.2.2a Ensure that records are maintained of Committee meetings to demonstrate decision making, including advice tendered and supporting materials used.
10	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.
10	3.1.1i Disclosure of senior officer emoluments.
10	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.
10	3.2.3g Complaint process re agents' behaviour developed and reviewed at least once every administrative term.
10	1.1.4h Public reporting of service performance.
10	4.1.5a Complaints protocol and procedures in place.
10	3.1.1j Members' Allowance Scheme arrangements approved by Council
10	2.2.5b Schemes of Delegation, Standing Order and Financial Regulations which are consistent with statute.
10	3.1.1k Published record of allowances.
10	1.2.2m A Performance Committee that covers non financial controls.
10	4.1.1k Put in place proper arrangements to satisfy voluntary independent review of financial and operational reporting processes.
10	4.2.2e Ensure that a senior officer is made responsible to the authority for ensuring that appropriate advice is given on legal matters.
10	2.3.2i Competencies Incorporated into job grading process.
10	4.3.1c Risk management strategy and risk management processes are adopted/approved by committee and reviewed and updated at least once par annum.
10	3.1.2n Complaints procedure for officers
10	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.
10	3.1.2o Complaints procedure for agents of the council
10	2.3.2j Process for structure setting, approving, grading and addressing appeals.
10	2.3.4g Corporate Plan produced, after consultation, which sets out the targets and challenges ahead.
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	5.2.1a Contract of employment/job outline for senior officers.
10	3.1.2q Induction of new officer on standards of behaviour
10	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.
10	5.1.1e Access to update courses / information
10	3.1.2r Performance appraisal procedures.

Score	Green Standards
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.
10	5.2.3b Internal scrutiny is undertaken of the council's performance.
10	2.3.4j Community Planning Partnership Board meets to review progress at least once per year.
10	5.3.2a ELECTED MEMBERS: There is a development programme in place for Elected Members.
10	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)
10	2.3.2m Development of Job Evaluation and job matching procedures or adoption of recognised national standards
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	4.4.3d Training for managers includes legislative requirements of the council.
10	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.
10	5.3.2c OFFICERS: There is a training and development of current managers together with identification and training of future managers.
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	4.4.3e Training for elected members includes legislative requirements of the council.
10	5.2.1g Corporate Governance Working Group recommendations to senior management and to committee.
10	6.2.3f Effective and well communicated comments and complaints procedure.
10	4.3.1L A senior management team regularly reviews the most significant risks that could prevent the authority achieving its key business objectives.
9	1.1.1a ABCDE Scottish Government 15 national outcomes incorporated into the partnerships Single Outcome Agreement(NEW)
9	2.1.1a Political management structure is approved by Council and available on the internet
9	2.2.1a Scheme of delegation (including scheme of delegation for each service).
9	1.2.1b Clear processes in place to hear the views of users and non-users from all backgrounds.
9	1.4.1a Plans are developed which ensure adequate and effective handling of recognised civil emergencies.
9	1.2.2b Performance trends are established and reported upon.
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	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	2.1.1d Public document setting out authorities approach to governance.
9	3.1.1c Financial Regulations in place and reviewed at least once every administrative term.
9	2.3.1c Protocols for communications between officers and groups of and individual elected members.
9	4.1.1b The role of scrutiny has been established through committee structures.
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	1.2.2c Committee Reports detailing complaints dealt with and analysed by outcome.

Score	Green Standards
9	3.2.1d Shared values are affirmed within major corporate plans and strategies.
9	2.2.2a Up to date job description for the chief executive which sets out their operational responsibilities
9	4.1.2b Record of decisions and supporting materials as well as use of casting vote.
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	4.1.1d Scrutiny work-plans are systematically driven by the authority's priorities.
9	2.2.1f There are clear management processes to ensure compliance with Standing Orders, Scheme of Delegation Financial Regulations and Council policy
9	1.1.3e Agreed role and scope of statutory partnership contribution to tasks
9	3.1.1e Values incorporated into decision making process (see 3.2.1 below)
9	3.1.2f Protocols in place to ensure that relevant areas that are not covered in the standing orders are clarified and appropriately regulated.
9	1.3.1i The annual budgeting and Management Planning process ensures compliance with Standing Orders, Scheme of Delegation, Financial Regulations and Council policy.
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	4.1.3a Members and officers codes of conduct refer to a requirement to declare interests.
9	3.1.2g Services are delivered by trained, experienced and appropriately qualified people
9	2.2.3b Political management structure is clear and effective. Reviewed every administrative term and updated as required.
9	4.1.2e Committee reports requiring a decision include an assessment of risks associated with the decision.
9	3.1.3d Develop procedures for identifying potential conflict and for dealing with conflict that arises.
9	4.1.1g Evidence of improvements of proposals as a result of scrutiny.
9	3.1.1h Agendas and minutes of meetings published within defined timescales. Verification of minutes through content management.
9	1.1.4g Public reporting of corporate performance.
9	4.1.3c Record declarations being sought and made at all committee meetings.
9	4.1.4a Terms of reference in place for Audit Committee.
9	4.1.1h Agendas and minutes of scrutiny meetings available for inspection.
9	4.1.2g Ratification of any urgent decisions taken by officers in accordance with standing orders.
9	4.2.2b Officers create and retain notes which record details of any legal and financial advice given.
9	3.1.2k Protocol developed governing relationship between members and officers
9	2.3.2f Remuneration information for officers available for public inspection.
9	2.3.3d Committee remits focusing on strategic decisions and performance monitoring.
9	4.1.4b Terms of reference in place for Performance Committee.
9	2.3.4b Protocols for consultation with third parties.
9	2.2.4c Schemes of Delegation, Standing Order and Financial Regulations which are consistent with statute
9	2.3.2g Expenses for officers information available for public inspection.
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	1.3.1o Benchmarking is used to ensure that services are performing well.

Score	Green Standards
9	4.1.1j Put in place proper arrangements to satisfy the statutory review of financial and operational reporting processes.
9	2.3.4d Evidence to support the quality of consultation e.g. breadth of promotion, diversity of participants and respondees.
9	4.2.2d Protocols are in place that require services to seek proper professional advice on the financial implications arising from committee reports.
9	2.3.3f Appropriate key performance indicators have been established and approved for each service element and included in the service plan.
9	2.3.4e Statutory procedures are followed where these exist.
9	2.3.3g Regular reports on progress and delivery of KPI's, which are presented to managers and members.
9	5.1.2a Clear remits set out in Scheme of Delegation to officers.
9	2.1.1q ELECTED MEMBERS: Protocol contained in national Code of Conduct for Councillors.
9	5.1.3a Clear remits set out in Scheme of Delegation to officers.
9	3.1.2p Induction scheme developed and reviewed at least once per administrative term. Induction training carried out for members.
9	2.1.1r ELECTED MEMBERS: Protocol for the best practice to be observed in multi member wards.
9	2.1.1t ELECTED MEMBERS: Annual training for elected members on the code of conduct for elected members, including the officer/member interface.
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	2.1.1u ELECTED MEMBERS: Annual review of operation of Code of Conduct reported to senior management and committee.
9	4.4.3b There is a scheme of delegation which requires officers to comply with the law when carrying out their duties.
9	2.3.4k Review of progress against the Community Plan targets every two years and regular reporting of review outcomes.
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	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	2.3.4L Report annually in Factfile on performance against targets and challenges in the Corporate Plan.
9	5.1.1g Contract of employment/job description. Roles and responsibilities for officers including job profile and personal specification for each role.
9	6.2.4a Develop a clear policy or framework for consultation and feedback
9	6.2.1b Processes for dealing with competing demands within the community
9	5.3.1e Participation in Community Councils is encouraged and maximised.
9	6.2.3c Locality planning framework that encourages local citizens to become involved in the issues within their multi-member ward
9	2.1.1y EMPLOYEES: Protocol in place detailing how to operate with Elected Members from multi member wards.
9	5.1.1i Access to update courses / information
9	5.3.2e OFFICERS: Career development and progression in place for employees.
9	4.3.1k Reports to support strategic policy decisions and project initiation documents include a risk assessment and the identification of mitigating action.
9	4.3.1t An appropriate committee has responsibility for the review and approval of the SIC and considers it separately from the accounts.

Score	Amber Standards
8	1.1.1d Performance against SOA measures published on the intranet.
8	1.1.3a Fully Signed off and published Community Plan.
8	3.2.1a Council statement of values
8	1.1.1e Formal annual report against SOA
8	4.1.1a The role of scrutiny has been established through a scheme of delegation.
8	1.1.4a Formal annual report against SOA.
8	1.1.4b Report against Community Plan
8	2.2.1d Established terms of reference and reporting arrangements of all committees and any sub-committees of the authority.
8	3.1.2e There are contractual controls relating to the conduct of agents of the council.
8	1.2.2e Complaints system records actions taken to prevent re-occurrence.
8	2.1.1h Standing Orders contain details of the responsibilities of Elected Members and officers.
8	3.1.3b Registers created for declarations of interest of employees
8	4.1.1e Scrutiny is supported by documented evidence, option appraisal and data analysis.
8	1.2.2g Staff trained to deal with complaints and empowered to deal with them.
8	4.1.1f Record of meetings of groups established to scrutinise reports, data and findings.
8	3.2.3e Process for customer consultation on behaviour of officers developed and reviewed at least once per administrative term.
8	2.2.2f Contract of Employment and Scheme of Delegation reflect responsibility under s4 of the Local Government and Housing Act 1989.
8	1.1.1m Communication Strategy for corporate objectives.
8	2.3.5b There is guidance provided for Members relating to effective working relationships between Members and partners.
8	4.1.4c Members of the Audit and Performance Committees are independent of the executive function.
8	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.
8	4.1.2i Council Minutes record decisions effectively
8	1.3.1q Corporate framework/guidance for assessing environmental impact of policies, plans and decisions.
8	5.1.1b Roles and responsibilities for elected members including job profile and personal specification.
8	2.1.1p ELECTED MEMBERS: Job descriptions for Members' role approved by Council. Reviewed every administrative term and updated as required.
8	4.1.4d Committee members training in place to ensure effective performance within the audit committee.
8	1.3.1r Consultation is undertaken before policies and plans are developed.
8	2.3.4f Major strategic documents approved within management and committee terms.
8	4.2.2f Protocols are in place that require services to seek proper professional advice on the legal implications arising from committee reports.
8	5.1.1c Training & development plan for each member
8	4.4.1a The constitution, remit and powers of the local authority are defined.
8	5.2.2a Job outlines, personal development plans, learning and development plans
8	5.1.1d Assessments of the skills of individual members

Score	Amber Standards
8	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.
8	4.3.1e Corporate register includes risks which arise from and within partnerships.
8	2.3.2k Managers decisions shaped by identifiable drivers such as modernisation of service, efficiency or best value.
8	5.2.1b Training plan in place for elected members.
8	5.2.2b Training plan in place for elected members
8	2.3.3j Committee reports on below par performance include SMART action plans to improve performance.
8	4.4.2b Officers receive regular training relating to specific relevant legislation and the extent of their legal responsibilities.
8	5.2.1d Training plan in place for elected members
8	5.3.2b ELECTED MEMBERS: There is succession planning in place.
8	6.2.3a Arrangements are in place to enable the authority to engage with all sections of the community effectively.
8	5.1.3e Training & Development plan for each Chief Officer
8	4.3.1h A committee has specific responsibility included in its terms of reference to consider corporate risk management.
8	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.
8	6.2.3b Citizen consultations are undertaken by service areas in relation to specific issues and projects (e.g. capital project consultation)
8	5.1.1h Assessments of the skills of individual officers and a training & development plan developed for each officer
8	5.2.1f Investors in People reviews and personal development plans for officers
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	4.3.1j Risk management awareness training for those members with specific responsibility for risk management and ultimately for all members.
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	5.3.1g Performance, Development and Scrutiny Panels encourage stakeholders to attend and participate
7	3.1.1b Standing orders in place and reviewed at least once every administrative term.
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	2.2.1e Standing Orders and Financial Regulations are regularly reviewed.
7	3.2.3d Process for referral and responding to Standards Commission investigations.
7	2.1.1j LEADER of the COUNCIL: Published job description.
7	1.3.1L Monitoring of VFM captured WLAM.
7	4.1.2f Impact assessment and consequences of decisions should be reported back to members.
7	1.3.1n Compare information about the economy, efficiency and effectiveness of services provided by similar organisations.
7	1.2.2k Regular testing of complaints handling procedure to ensure it meets consumer needs and expectations.

Score	Amber Standards
7	4.1.1i Follow up requests in response to scrutiny undertaken by members.
7	3.2.5a Develop guidance for partnership working, to include protocols, processes and guidance.
7	4.1.2h Evidence of the use of option appraisals in reaching decisions.
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	3.2.5b Values are agreed with partners and reflected within the partnership agreement.
7	3.1.2m Complaints procedure for Elected Members developed and reviewed at least once every administrative term.
7	2.3.6a Effective and clear scheme of delegation in place.
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	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.
7	2.3.3h Performance committees receive performance reports which focus on responsibilities under the Corporate Plan.
7	4.4.2a Members receive regular training relating to specific relevant legislation and the extent of their legal responsibilities.
7	5.3.1a Improving awareness of the local authority through partnership working.
7	5.2.1c Roles with governance duties are identified. Specific training is provided.
7	5.3.1b Stakeholder forums terms of reference
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	6.1.1b There is a local authority corporate strategy that supports and facilitates the delivery of the outcomes of the community strategy.
7	5.1.2e Training & Development plan for each Statutory Officer
7	4.4.2c Officers ensure that a proper record is maintained of any legal advice issued by them.
7	5.3.1c Area forum roles and responsibilities
7	5.2.1e Roles and responsibilities for officers and elected members including job profile and personal specification for each role.
7	5.3.1f Committees encourage stakeholders to attend and participate in meetings.
7	5.3.2f OFFICERS: There is succession planning in place.
7	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.
6	2.1.1b Terms of reference for the administration of each committee reviewed every administrative term and update as required.
6	2.2.1b Scheme of delegation to Community Planning Partnerships.
6	1.1.3c Agreed role and scope of funded organisations contribution to tasks
6	1.2.1d Comparison and analysis of quality of service provided by similar organisations.
6	1.1.3d Agreed role and scope of contracted partner contribution to tasks
6	1.1.3f Agreed role and scope of other partners contribution to tasks.
6	1.1.3g Maintenance of schedule of partnerships
6	1.2.2h Corporate communication standard developed.
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.

Score	Amber Standards
6	2.3.6b There is guidance provided for Officers relating to effective working relationships between Officers and partners.
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	2.3.6c Officer's responsibilities on outside bodies training provided generally at least once per administrative term.
6	5.1.2b Scheme of Delegation to Officers has been communicated to staff, including those not delegated to take action.
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	5.1.3b Scheme of Delegation to Officers has been communicated to staff, including those not delegated to take action.
6	5.2.2d Senior management and committees review policy, decisions and any external advice sought
6	6.2.2a There has been active promotion of meetings to the public.
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.
6	5.3.2d OFFICERS: Investors in People reviews and personal development plans for officers
6	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.
6	4.3.1o Risk analysis takes into consideration positive risks (opportunities) as well as negative risks (threats).