South Ayrshire Council

**Report by Head of Legal, HR and Regulatory Services
to Audit and Governance Panel
of 22 June 2022**

Subject: **Delivering Good Governance – 2021/22 Assessment**

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1.   **Purpose**

1.1   The purpose of this report is to invite Members to review the 2021/22 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 2021/22 year-end assessment as set out in Appendix 1 to this report.**

3.   **Background**

3.1   The Council's Delivering Good Governance (DGG) Framework is in place to verify that effective governance arrangements are in operation across the Council. The Council's DGG Framework is reviewed annually to ensure that these governance arrangements are up to date and relevant, and that they comply with the 7 core principles and 21 sub-principles of the CIPFA Delivering Good Governance in Local Government Framework 2016. The CIPFA Delivering Good Governance Framework was introduced to assist authorities in reviewing and accounting for their own unique approach to delivering good governance. The overall aim being to ensure that resources are directed in accordance with agreed policy and according to priorities, that there is sound and inclusive decision making, and that there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.

3.2   The CIPFA Delivering Good Governance Framework also applies to the Council's Annual Governance Statement prepared for each financial year which forms part of the Council's Annual Accounts.

3.3   Since the 2020/21 year-end assessment was reviewed and agreed by Audit and Governance Panel Members on 2 June 2021 work has progressed to address the associated improvement actions.

4.   **Proposals**

4.1   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.

4.2   Appendix 2 details progress against the improvement actions agreed for 2021-22. It shows that:

- 4 are complete;

- 3 are progressing on target (some timescales having previously been extended beyond the year-end); and

- 1 hasn't progressed as planned (Covid restrictions have resulted in timescales slipping on the 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. A solution has now been identified and this is programmed to be implemented later this year).

4.3   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 2022-23 in Appendix 3.

4.4   Appendix 1 reflects any developments to the Framework that occurred between April 2021 and the year-end sign off as at 31 March 2022. 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

The actions that have resulted in the sub-principles below being marked as 'effective but scope for improvement' (⚠) during 2021/22 will be prioritised as part of the current year's list of improvement actions (Appendix 3). The improvement actions on this list will be monitored, with a view to them becoming 'effective' (▶) on their agreed completion date, and will be reported on at 31 March 2023.

Delivering Good Governance 2021-22 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	⚠

Delivering Good Governance 2021-22 Year End Assessment - Summary	
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	▷

4.5 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 2022-23, as set out in Appendix 3.

4.6 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 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

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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 Commitment 1 of the Council Plan: Fair and Effective Leadership/ Leadership that promotes fairness.

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 Martin Dowey, Portfolio Holder for Corporate and Strategic, and the contents of this report reflect any feedback provided.

Background Papers	**Report to Audit and Governance Panel of 2 June 2021 – Delivering Good Governance – 2020/21 Assessment**
Person to Contact	**Catriona Caves, Head of Legal, HR and Regulatory Services County Buildings, Wellington Square, Ayr, KA7 1DR Phone 01292 612556 E-mail catriona.caves@south-ayrshire.gov.uk**

Date: 8 June 2022

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

Behaviours and actions that demonstrate good governance in	*Current arrangements in South Ayrshire that support those behaviours and actions......*		Lead officers
Behaving with integrity	**2021-22 Year End Assessment:** ▶		
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. 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). 3. Leading by example and using the above standard operating principles or values as a framework for decision making and other actions. 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.	• 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 the Councillors' Code are explained as part of the induction training for all new councillors, the Employees Code is issued with all contracts of employment for adherence/acceptance • We maintain a register of interests for each councillor published on the Council's website accessible by Councillor together with a register of the gifts and hospitality received by councillors. • 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.		SL Democratic Governance SL HR and Payroll
Demonstrating strong commitment to ethical values	**2021-22 Year End Assessment:** ⚠		
5. Seeking to establish, monitor and maintain the organisation's ethical standards and performance. 6. Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation. 7. Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values. 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.	• 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 and in setting and delivering our Equality Outcomes 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 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.		SL Democratic Governance SL Policy, Performance and Community Planning SL Procurement

Key:	▶	Effective	⚠	Effective but scope for improvement	🔴	Requiring improvement	Appendix 1 - Page 1

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

Behaviours and actions that demonstrate good governance in practice....	*Current arrangements in South Ayrshire that support those behaviours and actions......*		Lead officers
Respecting the rule of law		2021-22 Year End Assessment: ▶	
9. Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations. 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. 11. Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders. 12. Dealing with breaches of legal and regulatory provisions effectively. 13. Ensuring corruption and misuse of power are dealt with effectively.	• 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 Legal, HR and 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. Induction training will be provided to all Members after the May 2022 Election. • 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.		SL Legal and Licensing SL Democratic Governance SL HR and Payroll

Key:	▶	Effective	⚠	Effective but scope for improvement	🔴	Requiring improvement

Appendix 1: DGG 2021-22 Year End Assessment
Core Principle B. Ensuring openness and comprehensive stakeholder engagement

Behaviours and actions that demonstrate good governance in	Current arrangements in South Ayrshire that support those behaviours and actions……	Lead officers
Openness	**2021-22 Year End Assessment:** ▶	
14. Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness. 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. 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. 17. Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/courses of action.	• 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. The strategy underlines the responsibility that each Elected Member, manager and officer has in delivering this. • In line with Scottish Government Guidance, all Panel and Council meetings have taken place remotely due to Covid-19. Legislation temporarily revoked the right of the public to attend meetings on public health grounds during the pandemic. Remote and hybrid Panel and Council meetings have been live webcast since September 2021. • 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. • Our Panel report template enables decisions to be communicated accurately and timeously by our Communications Team in line with Panel meeting dates. • 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.	SL Organisational Development and Customer Services SL Democratic Governance
Engaging comprehensively with institutional stakeholders (other organisations)	**2021-22 Year End Assessment:** ▶	
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. 19. Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively. 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.	• 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. Governance arrangements are in place to ensure the Community Planning Partnership is focused on its agreed priorities. The annual Local Outcomes Improvement Plan progress report provides further information on joint progress against outcomes. • 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).	SL Policy, Performance and Community Planning Head of Legal, HR and Regulatory Services

Key:	▶	Effective	⚠	Effective but scope for improvement	🔴	Requiring improvement	Appendix 1 - Page 3

Behaviours and actions that demonstrate good governance in practice....	*Current arrangements in South Ayrshire that support those behaviours and actions......*		Lead officers
Engaging with individual citizens and service users effectively		2021-22 Year End Assessment:	
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. 22. Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement. 23. Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs. 24. Implementing effective feedback mechanisms in order to demonstrate how views have been taken into account. 25. Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity. 26. Taking account of the impact of decisions on future generations of tax payers and service users.	• 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. Due to Covid-19 these Groups have met through online Zoom meetings • 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. • Services now have access to Microsoft 365 which gives them the ability to create their own surveys and engage with the public using the M365 Forms application via the Council's consultations web page. • We use our website to publicise current consultation exercises and to report back on their findings e.g. New Ayr Leisure Centre - Pre-application Consultation. • Equality Impact Scoping and Assessments including The Fairer Scotland Duty 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. • A digital community engagement platform has been developed with the assistance of CoSLA which will allow open, transparent and democratic engagement between the community and the Council. This platform is expected to come online during 2022/23.		SL CLD and Employability and Skills Health and Social Care Partnership Facilitator SL Policy, Performance and Community Planning

Key:	▶	Effective	⚠	Effective but scope for improvement	⬤	Requiring improvement	Appendix 1 - Page 4

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

Behaviours and actions that demonstrate good governance in	*Current arrangements in South Ayrshire that support those behaviours and actions……*	Lead officers
Defining outcomes	**2021-22 Year End Assessment:** ▶	
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 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 29. Delivering defined outcomes on a sustainable basis within the resources that will be available 30. Identifying and managing risks to the achievement of outcomes 31. Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available	• 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 are underpinned by Service, Improvement and Recovery Plans. • 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 2021-22 to improve ties between our plans and our resource strategies, covering Finance, our Workforce and Asset Management. The Council's Land and Property Asset Management Plan reflects the Council management structure, the Council Plan 2018-2022 and the approved policy on Community Asset Transfer. • Our People Strategy sets out how we will support employees to deliver the commitments of the council plan, and how we will implement the Employee Deal. • 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.	SL Policy, Performance and Community Planning SL Corporate Accounting SL Organisational Development and Customer Services SL Asset Management and Community Asset Transfer SL Risk and Safety
Sustainable economic, social and environmental benefits	**2021-22 Year End Assessment:** ⚠	
32. Considering and balancing the combined economic, social and environmental impact of policies and plans when taking decisions about service provision 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 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 35. Ensuring fair access to services	• 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. Training on Fairer Scotland Duty was delivered by the Improvement Service to the Corporate Leadership Team, Service Leads and Officers during 2021-2022. • The Council is committed to Inclusive Growth which is at the core of the Strategic Economic Plan: Vision 2030. This is also demonstrated through progressing specific projects, service planning & commitment to the emerging Regional Economic Strategy.	SL Democratic Services SL Neighbourhood Services SL Policy, Performance and Community Planning SL Economy and Regeneration

Key:	▶	Effective	⚠	Effective but scope for improvement	🔴	Requiring improvement	Appendix 1 - Page 5

Behaviours and actions that demonstrate good governance in practice….	*Current arrangements in South Ayrshire that support those behaviours and actions……*		Lead officers
Determining actions		2021-22 Year End Assessment: ▶	Assistant Director - Place SL Policy, Performance and Community Planning
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 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	• 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'. Reports providing updates on the success of the Change Programme were delivered to Leadership Panel in October 2021 and February 2022.		
Planning actions		2021-22 Year End Assessment: ⚠	SL Policy, Performance and Community Planning SL Organisational Development and Customer Services SL Corporate Accounting
38. Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets 39. Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered 40. Considering and monitoring risks facing each partner when working collaboratively, including shared risks 41. Ensuring arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances 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 43. Ensuring capacity exists to generate the information required to review service quality regularly 44. Preparing budgets in accordance with objectives, strategies and the medium term financial plan 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	• Our planning and control cycle is set out within the Council's refreshed Performance Management Framework with a quarterly reporting schedule provides key dates for performance updates shared with Service Leads and includes targets for the LGBF outcomes. • We maintain a suite of plans, from Council Plan 2018-2022 > Service, Improvement and Recovery Plans (these plans were adapted to incorporate a section on Covid recovery) > Personal Development Review (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. • Our PDR template reflects our Purpose, Vision and Values and includes discussion on the Employee Deal with each employee. • 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. Throughout 2021/22 including the 2022/23 budget setting process, a continued focus has been the impact on resources of the Covid-19 pandemic.		

Key:	▶	Effective	⚠	Effective but scope for improvement	⬤	Requiring improvement

Behaviours and actions that demonstrate good governance in practice….	*Current arrangements in South Ayrshire that support those behaviours and actions……*		Lead officers
Optimising achievement of intended outcomes		2021-22 Year End Assessment: ▷	
46. Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints 47. Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term 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 49. Ensuring the achievement of 'social value' through service planning and commissioning	• Our 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 and when resources will become stretched and encourage the identification of a more prioritised approach to future planning, having regard to financial constraints. The Financial Strategy will be revised when the post Covid-19 public sector financial climate becomes sufficiently clear. • 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 in place to deliver on the Health and Social Care Partnership's (HSCP) Adult Mental Health and Adult Learning Disability Strategies and the Adult and Older People Service Plan. The Learning Disability Strategy and Adult and Older People Service Plan were reviewed and refreshed during 2021/22 to tie in the HSCP Financial Plan to the HSCP Strategic Plan 2021 to 2031. The Mental Health Strategy will be reviewed during 2022/23.		SL Corporate Accounting SL Procurement Head of Community Health and Care Services

Key:	▷	Effective	⚠	Effective but scope for improvement	🔴	Requiring improvement

Appendix 1: DGG 2021-22 Year End Assessment
Core Principle E. Developing the Council's capacity, including the capability of its leadership and the individuals within it

Behaviours and actions that demonstrate good governance in	Current arrangements in South Ayrshire that support those behaviours and actions……		Lead officers
Developing the Council's capacity		**2021-22 Year End Assessment:** ⚠️	
50. Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness 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 52. Recognising the benefits of partnerships and collaborative working where added value can be achieved 53. Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources	• 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'. 6-monthly reports were approved by Leadership Panel in October 2021 and February 2022 to ensure the appropriate level of governance is in place for the change programme. • Benchmarking activity includes use of the Local Government Benchmarking Framework measures to help evaluate our performance, which are reported annually to Members. • A Corporate Workforce Plan is in place 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 group has been set up to take workforce planning forward and better align it to service planning. • Our succession planning toolkit supports managers to carry out succession planning locally and links to the wider workforce planning resources available.		Assistant Director - Place SL Policy, Performance and Community Planning SL Organisational Development and Customer Services
Developing the capability of the Council's leadership and other individuals		**2021-22 Year End Assessment:** ▶️	
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 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 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	• 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.		SL Democratic Governance SL HR and Payroll SL Organisational Development and Customer Services

Key:	▶️	Effective	⚠️	Effective but scope for improvement	🔴	Requiring improvement

Developing the capability of the Council's leadership and other individuals (continued)		
57. Developing the capabilities of members and senior management to achieve effective leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by ensuring: • access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged • they have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and that they are able to update their knowledge on a continuing basis • personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external 58. Ensuring that there are structures in place to encourage public participation 59. Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections 60. Holding staff to account through regular performance reviews which take account of training or development needs 61. Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing	• A comprehensive induction programme was provided for Members in May / June 2017. A similar programme has been planned for May/June 2022, following the LG Election in May 2022. • An ongoing programme of Member Briefings provides updates and discussion on emerging issues / areas of interest, the programme being agreed by the Executive Leadership Team and the respective Portfolio Holders. • We have a suite of development and training opportunities for Members including CPD, briefings, 360 appraisal and psychometric I profiling. • New welcome pages have been developed as part of the Future Operating Model to support new employees who are joining on different workstyles e.g. homeworking. • Our Leadership Engagement Events which encourage our senior officers and managers to 4th tier level to consider the impact that their individual leadership behaviours and style have on their teams and the organisation as a whole. A range of events aimed at Service Leads took place in 2021/22 to help establish our Future Operating Model. • All our senior officers and managers have Personal Development Plans arising from our Performance and Development Review process. • The Council's Community Engagement Strategy sets out the role of Community Empowerment in the active involvement of people and communities within South Ayrshire in the work of the Council. • Training and awareness sessions on community engagement were delivered by the Consultation Institute to the Council's Leadership Team and Elected Members in 2021/22 • Our workforce participate in Performance Development Review process, which undertaken over a 3 year cycle, ties into the values of the South Ayrshire Way and generates a Personal Development Plan which managers are responsible for ensuring are complete within their area. Our refreshed PDR process was launched at the end of 2020 to reflect our Purpose, Vision and Values. • The health and well-being of our workforce is of the utmost importance to the Council, as recognised through the implementation of the Healthy Working Lives Scheme, with the Healthy Working Lives Gold Award being reviewed for accreditation in 2022, Covid-19 restrictions permitting.	SL Democratic Governance SL Organisational Development and Customer Services SL CLD and Employability and Skills SL Risk and Safety

Key:	▶	Effective	⚠	Effective but scope for improvement	🔴	Requiring improvement	Appendix 1 - Page 9

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

Behaviours and actions that demonstrate good governance in practice….	*Current arrangements in South Ayrshire that support those behaviours and actions……*	Lead officers
Managing risk	2021-22 Year End Assessment: ▶	
62. Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making 63. Implementing robust and integrated risk management arrangements and ensuring that they are working effectively 64. Ensuring that responsibilities for managing individual risks are clearly allocated	• 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 Accepting or Rejecting Recommendations'	SL Risk and Safety
Managing performance	2021-22 Year End Assessment: ▶	
65. Monitoring service delivery effectively including planning, specification, execution and independent post implementation review 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 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 68. Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement 69. Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements)	• Plans are managed and assessed in terms of progress against their actions and performance measures through our performance management system (Pentana) quarterly action performance reporting regime to Members. • Scrutiny of these performance reports takes place at the Service and Performance Panel, the latest being February 2022, with an annual performance report taken to full Council in December. 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. 6-monthly reports were approved by Leadership Panel in October 2021 and February 2022 to ensure the appropriate level of governance is in place for the Council's strategic change programme. • 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.	SL Policy, Performance and Community Planning Assistant Director - Place SL Corporate Accounting

Key:	▶	Effective	⚠	Effective but scope for improvement	🔴	Requiring improvement	Appendix 1 - Page 10

Behaviours and actions that demonstrate good governance in practice….	Current arrangements in South Ayrshire that support those behaviours and actions……		Lead officers
Robust internal control		2021-22 Year End Assessment: ▶	
70. Aligning the risk management strategy and policies on internal control with achieving objectives

71. Evaluating and monitoring risk management and internal control on a regular basis

72. Ensuring effective counter fraud and anti-corruption arrangements are in place

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

74. Ensuring an audit committee or equivalent group/ function, which is independent of the executive and accountable to the governing body:

• 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 | • As described under 'managing risk' we have a risk management strategy aligned to the Council Plan and Risk Registers 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. | | SL Risk and Safety

SL Democratic Governance

SL Internal Audit |

Key:	▶	Effective	⚠	Effective but scope for improvement	🔴	Requiring improvement

Appendix 1: DGG 2021-22 Year End Assessment
Core Principle F. Managing risks and performance through robust internal control and strong public financial management

Behaviours and actions that demonstrate good governance in practice....	*Current arrangements in South Ayrshire that support those behaviours and actions......*		Lead officers
Managing data	**2021-22 Year End Assessment:** ▶		
75. Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data 76. Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies 77. Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring	• 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 UK General Data Protection Regulation (UK 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	**2021-22 Year End Assessment:** ▶		
78. Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance 79. Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls	• Our 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, although financial reporting does refer to the impact on service performance for context. • Work continues to improve the flow of financial management information as budget holders become more directly involved in the budgeting and forecasting of spend. Work is ongoing to design and implement a new Enterprise Resource Planning solution, which is predicated on adopting best practice in this area and will ultimately inform future improvement work.		SL Corporate Accounting

Key:	▶	Effective	⚠	Effective but scope for improvement	🔴	Requiring improvement

Appendix 1: DGG 2021-22 Year End Assessment
Core Principle G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Behaviours and actions that demonstrate good governance in practice….	*Current arrangements in South Ayrshire that support those behaviours and actions……*	Lead officers
Implementing good practice in transparency	2021-22 Year End Assessment: ▶	
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 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	• Our Council website offers the public easy access to up to date information. We now comply with the Public Sector Bodies Accessibility Regulations with regards to the accessibility of the documents we publish. 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 social media profile continues to increase with 34,593 followers across all of our corporate platforms at end March 2022 – an increase of 10% since 31 March 2021. We publish quarterly editions of our SAC Live Magazine both online and in hard copy, providing residents with information on our services and the work of the Council. • Our Annual Accounts 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.	SL ICT Enterprise Architecture SL Organisational Development and Customer Services SL Corporate Accounting
Implementing good practices in reporting	2021-22 Year End Assessment: ▶	
82. Reporting at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way 83. Ensuring members and senior management own the results reported 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	• 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.	SL Policy, Performance and Community Planning
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) 86. Ensuring that this Framework is applied to jointly managed or shared service organisations as appropriate	• 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.	SL Democratic Governance

Key:	▶	Effective	⚠	Effective but scope for improvement	🔴	Requiring improvement

Core Principle G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Behaviours and actions that demonstrate good governance in practice....	*Current arrangements in South Ayrshire that support those behaviours and actions......*		Lead officers
Assurance and effective accountability		2021-22 Year End Assessment: ▶	
87. Ensuring that recommendations for corrective action made by external audit are acted upon 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 89. Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations 90. Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement 91. Ensuring that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met	• 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 2021/22 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.		Head of Finance and ICT SL Risk and Safety SL Democratic Governance

Key:	▶	Effective	⚠	Effective but scope for improvement	●	Requiring improvement

Appendix 2 - Delivering Good Governance – 2021/22 Improvement Actions – Update on progress to 31 March 2022

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 and ICT	31 Mar 22	✔	New page templates now include enhanced tools to capture client satisfaction data as standard. Old website now being migrated to digital services platform and, as they are recreated, the necessary tools are added. Around 90% of old site now successfully migrated.
2.	Procurement and installation of an audio and visual solution for remote and hybrid Council meetings which will enable public access to those meetings	Head of Finance and ICT; Service Lead - Democratic Governance	17 Dec 21	✔	New microphones now installed within County Hall, procurement and installation complete.

3. Review of governance arrangements for Integrated Joint Board (IJB) and Ayrshire Roads Alliance (ARA)	Head of Legal, HR and Regulatory Services	31 Mar 22	✅	**IJB** - There are two aspects to the governance review - the first was dictated by the review of the Scheme of Integration which was led by the Director of the HSCP, and which was required to 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 has been completed. 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 LHRRS 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. The new governance manager and the Head of LHRRS completed two Briefings to Members and finalised a report to Council which confirmed these governance arrangements. The remaining actions for the IJB governance have been completed. **ARA** – The Place Directorate have reviewed the list of assets which ARA had advised were not part of the Agreement reached with them. Place have agreed a maintenance and repairs schedule for these assets with ARA. These include footpaths, cycle lanes, carparks and most recently a pier. These arrangements and amendments to the legal arrangements for areas of work carried out by ARA have been captured in a Variation Agreement. ARA also carried out a service review which was reported to members in South and East Ayrshire Councils and to the Shared Services Committee. The governance arrangements in the agreements by both parties were considered by the monitoring officers in both Councils. It was noted that the governance provisions continued to be followed and allowed members to be informed and for decisions to be taken by the Joint Committee and separately to the respective Councils decision making Panels where additional budget was required. The performance reports for ARA continue to be reported to the Shared Service Committee. These performance criteria can be revisited in terms of the information or presentation format if there are instructions to do so by the Place Directorate. This was considered by the Assistant Director of Place but there was no instruction to change these arrangements at this point.

4.	Development of a procedure to highlight difference engagement has made	Service Lead - CLD and Employability and Skills	31 Mar 22	✔	Officers are currently concluding the Consultation Institute training programme, made up of colleagues from across the council who are responsible for consultation in their service area. A new Consultation Officers group has been established with the first meeting in mid May 2022. This was the final action from the Community Engagement Strategy. This group will be tasked with carrying forward this action as part of their wider remit.
5.	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	Service Lead - Policy, Performance and Community Planning	31 Aug 21 (revised date - 31 Dec 22)	⚠	Aberdeenshire Council advised their online integrated impact assessment (IIA) process is successful on SharePoint. As the Council has this platform in place, we checked with Digital Services that Equalities can work with ICT Service Advisors to implement our Integrated Impact Assessment (IIA) tool process on SharePoint in South Ayrshire Council. However, as part of the M365 programme, there is a pilot of another system awaiting sign off. This should be finalised by late summer 2022. At this stage the Equalities IIA should be able to be designed and developed on SharePoint. Training will be provided by the M365 Project Team/ICT Services/Equalities to deliver this toolkit to officers by December 2022.
C. Defining outcomes in terms of sustainable economic, social, and environmental benefits					
6.	Business cases to be developed to include details as to how Ayrshire Growth deal projects will address Inclusive Growth	Service Lead - Economy and Regeneration	31 Dec 22 (revised date)	▶	Inclusive Growth is core to each of the business cases that have been submitted to Government. Once approved, the full business cases will be developed, and benefits realisation plans come into force. This will provide monitoring tool for inclusive growth.
7.	Governance to ensure Climate Change considerations in line with delivery of the Council's Climate Change Strategy and Climate Change Policy	Service Lead - Democratic Governance; Service Lead - Neighbourhood Services	31 Dec 22 (revised date)	▶	The Sustainable Scottish Network (SSN) Local Authority Forum is taking forward work to agree a climate change impact assessment or reporting tool to allow consistency across all local authorities. Deadline to be extended to accommodate this work.

F. Managing risk and performance through robust internal control and strong public financial management				
8. The new financial management system will, through direct access and streamlined processes, drive further improvement in the direct involvement of budget holders in budgeting and forecasting.	Service Lead - Corporate Accounting	31 Mar 23 (revised date)	▷	As development of the system has progressed, some changes to the original perception of how the system would work have become evident. For example, due to the prohibitive cost of licences, budget holders will not be able to access the system directly but will instead liaise closely with Finance staff to provide and receive information to and from the system. The system will promote the adoption of best practice and help drive further improvement in financial management.

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Appendix 3 - Delivering Good Governance – Proposed 2022/23 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			
1. 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 (Link to A and C)	Service Lead - Policy, Performance & Community Planning	31.12.22	Essential
C. Defining outcomes in terms of sustainable economic, social, and environmental benefits			
2. Business cases to be developed to include details as to how Ayrshire Growth deal projects will address Inclusive Growth	Service Lead - Economy and Regeneration	31.12.22	Desirable
3. Governance to ensure Climate Change considerations in line with delivery of the Council's Climate Change Strategy and Climate Change Policy	Service Leads - Democratic Governance & Neighbourhood Services	31.12.22	Essential
4. Revision of the Council's Land and Property Asset Management Plan	Service Lead - Asset Management and CAT	31.03.23	Desirable
D. Determining the actions necessary to optimise the achievement of the intended outcomes			
5. Review of the Health and Social Care Partnership Adult Mental Health Strategy	Head of Community Health and Care Services	31.03.23	Desirable

6.	Contribute to the development and implementation of the Regional Economic Strategy being led by North Ayrshire Council	Service Lead - Economy and Regeneration	31.12.22	Desirable
7.	Develop new Council Plan in partnership with Elected Members and Corporate Leadership Team, which will include refreshing the Council's corporate evaluatory tool 'How Good is our Council'	Service Lead - Policy, Performance & Community Planning	31.03.23	Essential
E. Developing the Council's capacity, including the capability of its leadership and the individuals within it				
8.	Review workforce planning to better align it to service planning	Chief Executive	31.03.23	Essential
F. Managing risk and performance through robust internal control and strong public financial management				
9.	The new Enterprise Resource Planning system will promote the adoption of best practice and help drive further improvement in financial management	Service Lead – Corporate Accounting	31.03.23	Desirable
G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability				