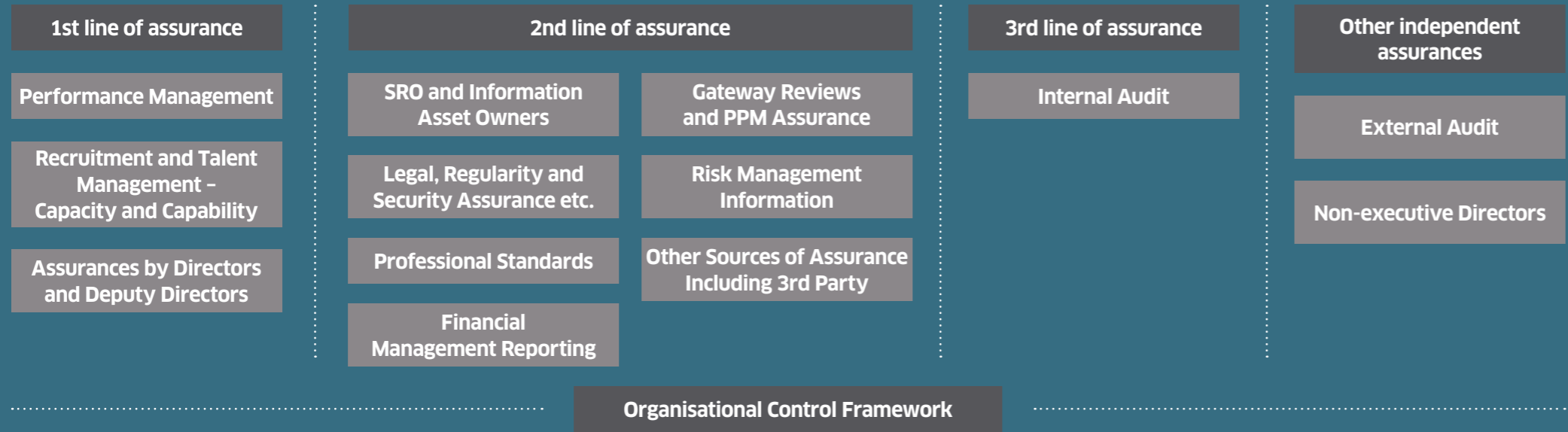
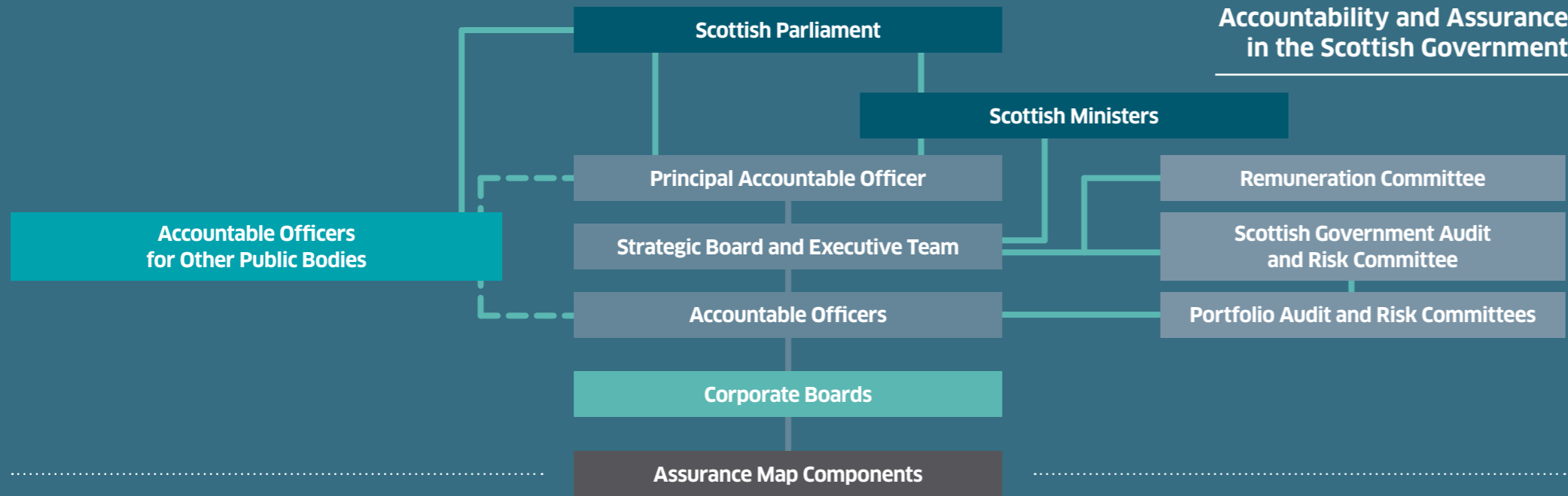


GOOD GOVERNANCE IN THE SCOTTISH GOVERNMENT



Programme for Government and Business Strategy, Civil Service Code, Management Information, Budget and budgetary control, Project and Programme Management, Directorate planning process, Scottish Procurement Policy, Risk Management, Counter Fraud Policy, Information Management, Scottish Public Finance Manual. Delivery Essentials: policies, procedures, codes of conduct, Public Sector Internal Audit Standards etc.

GOVERNANCE IS THE OVER-ARCHING STRUCTURE AND STRATEGY THAT PROVIDES ACCOUNTABILITY AND DIRECTION, AND THAT INFLUENCES OUR BEHAVIOURS AND CULTURES.

Governance impacts everyone in their day-to-day jobs, whether we work as part of a team, purchase goods or services, manage people, or control budgets.

This is not just about **what** we do but **how** we do it, creating an environment where governance enables positive change and supports strategic approaches to our outcomes.

Governance is about **raising awareness** and sharing information; **taking responsibility** and providing assurance to stakeholders; and **improving our approaches**, learning lessons for the future.

Good governance comprises six core principles, each with its supporting values:

- **Leadership:** we focus on the Government's purpose to provide a clear vision and strategic direction to secure an effective and efficient approach based on outcomes.
- **Accountability:** we comply with legislation, follow Parliamentary protocols and ensure the economic, efficient and effective use of all related resources.
- **Integrity:** we promote the Civil Service Code and Values and demonstrate that through our behaviours.
- **Effectiveness:** we maximise the skills and experience of staff; promote equality; challenge approaches and scrutinise performance.
- **Transparency:** we take informed and open, evidenced-based decisions while managing risk.
- **Sustainability:** we develop our capacity and the capability to take a long-term approach to our use of resources and outcomes.



Accountable Officers have a responsibility for ensuring good governance and are personally answerable to the Scottish Parliament for the application of public funds.

We all have a part to play in supporting this role.

ACCOUNTABLE OFFICERS



- **Answer to the Scottish Parliament** for the application of public funds.
- **Give evidence before the Public Audit Committee** about the expenditure and performance of respective areas of responsibility.
- Ensure the **propriety and regularity** of the finances under their control – complying with relevant legislation and guidance issued by Ministers e.g. the Scottish Public Finance Manual.
- Secure value for money: **the economic, efficient and effective** use of all resources.
- Empower staff through **effective management** systems and provide support for undertaking designated roles.
- Ensure **risks and opportunities** are identified, assessed and managed.
- Ensure **sponsored bodies** have robust controls and reporting processes.

NON-EXECUTIVE DIRECTORS



- Provide **effective challenge and support** on performance with a focus on continuous improvement
- Encourage an environment that values staff and supports **innovation**
- Assess the **quality of risk management** arrangements
- Proactively support the **learning and sharing** of risks and opportunities with peers across organisational boundaries
- **Scrutinise** to ensure effective strategic and day-to-day financial planning and management
- **Challenge and support** the work of internal and external audit
- Review relevant performance reports, certificates of assurance and other assurance resources to ensure **independent scrutiny** of processes.

CORPORATE BOARDS



- Provide **leadership and management oversight** in delivering the Programme for Government in line with the Scottish Government's Business Strategy.
- Deliver **effective use and stewardship** of public money.
- **Seek assurances** on the progress of organisational priorities.
- Focus on outcomes through an **assets based approach**.
- Develop **organisational capability**, wellbeing and resilience.
- Review performance and **improve systems** of delivery.
- Secure the appropriate management of risk **across the organisation and arm's-length bodies**.
- Ensure the delivery of effective **Project and Programme Management** arrangements.

INDIVIDUALS



- **Support Accountable Officers** in the delivery of their statutory responsibilities in the use of public funds.
- Contribute to the **Scottish Government's purpose** by engaging with directorate planning processes to support the Business Strategy.
- Act with **integrity, honesty, objectivity and impartiality**.
- Adhere to relevant professional **codes of conduct**.
- Contribute positively to a **culture** where all staff are valued and seek opportunities for improvement.
- Champion finding new and **better ways to achieve outcomes**, engaging with corporate initiatives.
- Apply **Project and Programme Management principles** to relevant work.
- Report any wrongdoing in line with our **whistle-blowing policy**.