Governance, Risk and Best Value Committee

10am, Tuesday, 28 November 2017

Corporate Governance Framework 2016/17

Item number	7.8
Report number	
Executive/routine	All
Wards	
Council Commitments	

Executive Summary

The Council operates through a governance framework which brings together an underlying set of legislative requirements, governance principles and management processes.

The Council's self-assessment for the period 1 April 2016 to 31 March 2017 is provided for information.

Report

Corporate Governance Framework 2016/17

1.   Recommendations

1.1   To note the corporate governance framework self-assessment which is outlined in appendix one.

1.2   To agree the improvement actions that have been identified will be incorporated in Service Implementation Plans within Directorates and the Change Strategy as part of the wider performance framework.

2.   Background

2.1   The Council operates through a governance framework which brings together an underlying set of legislative requirements, Chartered Institute of Public Finance and Accountancy/Society of Local Authority Chief Executives and Senior Managers (CIPFA/Solace) governance principles and management processes.

2.2   The Council adopted the CIPFA/Solace framework in 2002. The framework (also referred to as the code) is revised from time to time, most recently in April 2016 by a Joint Working Group drawn from across the public sector in the UK including COSLA, Audit Scotland and the Local Government Association.

2.3   This framework "Delivering Good Governance in Local Government" is followed as best practice for developing and maintaining the Council's local code of governance and for discharging accountability for the proper conduct of Council business through the publication of an annual governance self-assessment statement that ensures that the adopted practice within the Council is open and transparent.

3.   Main report

Assessment Year 1 April 2016 – 31 March 2017

3.1   The CIPFA/Solace framework was revised in April 2016 with the new core and sub-principles applying for the first time to this year's self-assessment exercise.

3.2   The Council's self-assessment for the period 1 April 2016 to 31 March 2017 is provided for information.

3.3   Relevant services from across the Council have contributed to the self-assessment, providing evidence of compliance with each of the requirements of the code, highlighting where improvement action is required and self-assessing this evidence against the code on a scale of 1-4. Where more than one service area has

provided evidence for one requirement and a corresponding score, the scores have been considered and an average score applied.

3.4 Improvement actions are being taken forward in line with Service Implementation Plans within Directorates and the Change Strategy as part of the wider performance framework.

3.5 Service area evidence returns have been reviewed by the relevant Executive Director or Head of Service and the completed document has been reviewed by CLT.

Assessment Year 1 April 2017 – 31 March 2018

3.6 The Council undertakes an annual assurance self-assessment exercise between February and April each year. The annual assurance questionnaire, issued to directorates, divisions in the Chief Executive's service, council companies and joint boards, will be reviewed to ensure it incorporates the requirements of the revised corporate governance framework.

3.7 The two self-assessment exercises will run concurrently in 2018 to ensure both are completed within a timeframe that allows both to be considered in the drafting of the Council's annual governance statement.

4. Measures of success

4.1 Governance arrangements will continue to be monitored and self-assessment information provided to the Governance, Risk and Best Value Committee on an annual basis.

5. Financial impact

5.1 There are no direct financial impacts as a result of this report.

6. Risk, policy, compliance and governance impact

6.1 The process of reporting and senior management oversight of the corporate governance framework serves to strengthen the control environment and where appropriate prompt mitigating actions.

7. Equalities impact

7.1 There are no direct equalities impacts as a result of this report.

8. Sustainability impact

8.1 There is no direct sustainability impact as a result of this report.

9. Consultation and engagement

9.1 Consultation with all relevant service areas is undertaken in preparation of the self-assessment.

10. Background reading/external references

[Corporate Governance Framework 2015/16 – report to Governance, Risk and Best Value Committee – 18 August 2016](#)

[Corporate Governance Framework 2014/15 – report to Governance, Risk and Best Value Committee – 13 August 2015](#)

[Corporate Governance Framework 2013/14 – report to Governance, Risk and Best Value Committee - 19 June 2014](#)

Andrew Kerr

Chief Executive

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11. Appendices

Appendix 1 – The City of Edinburgh Council Corporate Governance Framework Self-Assessment 2016/2017

The City of Edinburgh Council
Corporate Governance Framework
Self-Assessment 2016/17

Scoring – The Council's arrangements are scored on a scale of 1 – 4:

1 – Not compliant with local code requirements

2 – Partially compliant with local code requirements

3 – Fully compliant with the requirements of the local code

4 – Exceeds the requirements of the local code.

Principle 1	Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law			
Supporting principle	**1.1 Behaving with integrity**			
Requirements of the Local Code	**Evidence of compliance and links**	**Score (1-4)**	**Lead Officer(s)**	**Improvement Plan**
1.1.1 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	• Member/Officer Protocol (2016) • Mandatory training sessions provided for Councillors on their obligations under the Code of Conduct. Multiple sessions most recently provided as part of councillor induction (June - August 2017). • Public facing councillors' register of interests and expenses and membership of organisations maintained by Governance and Democratic Services. • Induction and ongoing training programme provided for elected members. This includes sessions on obligations on outside bodies, code of conduct and information governance responsibilities. • The Council's Policy register maintains a central public facing record of all council policies agreed at Committee or full council level. This includes a suite of HR, Management, anti-bribery/fraud prevention, Information Governance policies that impact upon all staff and a number of area specific policies. • Employee Code of Conduct approved by Corporate Policy and Strategy Committee in August 2012. • Regular review of Whistle Blowing Policy – independent service provider with authority to decide on investigations and Policy on Fraud Prevention. • The Council's People Strategy and People Plan for 2017-20 was approved at Finance and Resources Committee on 23 February 2017 (with a referral to the Corporate Policy and Strategy Committee). This provides a clear line of sight from the Council's Business Plan and describes the people opportunities and challenges the Council face over the short, medium and long term and sets out the key strategic people themes we need to address in order to deliver our commitments. • Our Employee Code of Conduct and the Council's values of Put Customers First, Honesty and Transparency, Working Together and Forward Thinking are now included as part of our new performance framework and set out our expectations. New employee induction is focussed on our 4 values so all new starts understand the importance of living these values in the early days of their employment with the Council. The new performance framework has our 4 organisational values at its core. Employees expected to refresh their	3	Executive Director of Resources Head of Head of Strategy and Insight	

	knowledge and understanding of key policies such as Anti-Bribery, Complaints etc. There is strong and demonstrable commitment from the Corporate and Wider Leadership Teams to drive cultural change and leadership development with development sessions taking place.			
1.1.2 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 (the Nolan Principles)	• Mandatory training sessions provided for Councillors on their obligations under the Code of Conduct. Multiple sessions most recently provided as part of councillor induction (June - August 2017). • Employee Code of Conduct approved by Corporate Policy and Strategy Committee in August 2012. • Policies must be approved by Council or the responsible Executive Committee. • Locality Improvement Plans are currently in development and are likely to be approved by the Culture and Communities Committee in November 2017. • Governance Documentation Framework scrutinised annually at the Governance, Risk and Best Value Committee. • Regular meetings with elected members and political leadership to agree priorities. Regular communications across the organisation and with residents of those priorities. • Principles and our values are communicated regularly to staff and are on our internal intranet and inform the build and delivery of learning and development interventions. Values are a key part of our performance management system and our people's performance therefore takes account of how they are living those values in service delivery.	3	Head of Head of Strategy and Insight Executive Director of Resources Head of Communications	The Council's Business Plan was agreed on 24 August 2017. The Council Business Plan will be reviewed at Full Council on an annual basis. This review is supported by an annual mid-term review of progress towards implementation.
1.1.3 Leading by example and using the above standard operating principles or values as a framework for decision making and other actions	• Report template and guidance regularly updated. This incorporates reporting of adherence to council business plan commitments. • Mandatory training sessions provided for Councillors on their obligations under the Code of Conduct. Multiple sessions most recently provided as part of councillor induction (June - August 2017). • The Performance Management framework has at its core the principle of both what employees are delivering as well as the 'how' new approach to performance	3	Executive Director of Resources Head of Strategy and Insight	The new Performance Framework has been developed and is being embedded throughout the Council. The Performance Framework will be subject to review and consideration by Corporate Policy and Strategy Committee.
1.1.4 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	• The Council's Policy register maintains a central public facing record of all council policies agreed at Committee or Full Council level. This includes scheduled review dates. • A council policies toolkit has been developed and is available on the Council's intranet site. This includes consultation and engagement strategies for new policies, a how-to guide, guide to policies and annual review, examples and a policy template for committee reporting. • Employee Code of Conduct approved by the Corporate Policy and Strategy Committee in August 2012.	3	Executive Director of Resources Head of Head of Strategy and Insight	A programme of policy review has been agreed and policy refresher arrangements are in place for employees. Employment policies are subject to Governance, Risk and Best Value Committee (GRBV) policy assurance with a revised process having

| | Our employee engagement programme, Pride in our People, launched in 2013 and has included many successful initiatives. An update on the activity within the last 12 months was reported to GRBV on 2 February 2017. | | | been agreed at the GRBV in September 2017 which will provide further scrutiny. |
| | | | | |

- Our employee engagement programme, Pride in our People, launched in 2013 and has included many successful initiatives. An update on the activity within the last 12 months was reported to GRBV on 2 February 2017.
- Assurance Statements for Council policies are reviewed and are considered as being current, relevant and fit for purpose. These are reported to the relevant Committee. Working closely with the Communications Team, relevant information is cascaded to staff via Managers news and the internal intranet pages are updated as necessary.
- At the meeting of the Finance and Resources Committee in March 2016, Committee agreed the proposed time bar of one year (from date of leaving) before re-engagement or re-employment of former employees who have left employment with the City of Edinburgh Council via Voluntary Early Release Agreement (VERA) or Voluntary Redundancy (VR). This is regularly reviewed and update reports considered by Committee. With all correspondence to staff leaving under VR/VERA, they are advised of this decision made by Committee.

been agreed at the GRBV in September 2017 which will provide further scrutiny.

As part of readiness for implementation of the new IT system (Business World) circa 30 process workshops have been completed in relation to core HR processes coupled with the design and build of 'to be' policies, procedures and guidance.

Supporting principle	1.2 Demonstrating strong commitment to ethical values			
Requirements of the Local Code	Evidence of compliance and links	Score (1-4)	Lead Officer(s)	Improvement Plan
1.2.1 Seeking to establish, monitor and maintain the organisation's ethical standards and performance	- Preparation and circulation of regular financial monitoring (September 2017) reports - Consideration of regular internal and external (Sep 17) audit reports by Governance Risk and Best Value Committee. - Regular review of Whistle Blowing Policy – independent service provider with authority to decide on investigations and Policy on Fraud Prevention. - Mandatory training sessions provided for Councillors on their obligations under the Code of Conduct. Multiple sessions most recently provided as part of councillor induction (June - August 2017). - Consideration of The Standards Commission for Scotland Hearing results by Council. - As a public authority, the values of public service delivery are at our core and are reflected in Programme for the Capital: The City of Edinburgh Council Business Plan 2017-22. The principles and actions set out in this plan drive the way we work and the way we deliver services. - Our transformation programme also has these values at its core and this has informed the reshaping of our entire organisation on the concept of localities. - The Council's People strategy is built around a core set of values that guide everything we do. Our values define the culture we want to build within our organisation and sets out our commitment to each other within our workforce as well as to our citizens and communities. Our values are:	3	Executive Director of Resources Head of Head of Strategy and Insight	The Council Business plan will be reviewed annually in line with budget planning cycles. Council's new Performance Framework will be presented to Full Council in November 2017.

- Customer First - We listen, are responsive, helpful and knowledgeable. We care and we treat people with respect at all times.
- Forward Thinking - We are proud to work for Scotland's capital city. We are forward thinking and focused on improving Edinburgh.
- Working Together - We work together to achieve shared goals and provide value for money services.
- Honest and Transparent - We are honest and transparent in all we do and are accountable for our decisions.
- We work in partnership with communities and service partners to deliver services of benefit to people in our communities based upon our shared understanding of people's needs in local communities.
- Council Framework to Advance Equality and Rights 2017-21 ensures that citizens are able to use Council services and join in with the life and work of the city.
- The current Performance Framework was agreed in October 2012 in line with the Council's Governance Review to ensure a clear statement of vision, values and strategic objectives aligned with the Capital Coalition Pledges are embedded within the operation of the Council. The framework detailed performance measures and described the monitoring of performance.
- As a public authority, the values of public service delivery are at our core, we work in partnership with communities and service partners to deliver services of benefit to our people.
  - Programme for the Capital: The City of Edinburgh Council Business Plan 2017-22
  - Employee Code of Conduct
  - Disciplinary Code
  - Performance Management Framework
  - The Avoidance of Bullying and Harassment at Work Policy
  - Equality and Diversity Policy
  - Equality, Diversity and Rights Framework 2017-21
  - Council People Strategy and People Plan 2017-20

1.2.2 Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation	• We are continuing to work with the Corporate and Wider Leadership Team (WLT) to ensure that the culture we aspire to have in the Council is clear (which has included the types of behaviour that the Council does not expect). • Council competencies • New employee induction. • Linking Council values to performance through a number of routes, including our New approach to performance co-produced with employees.	2	Executive Director of Resources	We will embed our organisational values in every touch point of the employee life cycle and much of this work has already started – creation of an employee induction event; design and launch of a candidate portal; design and launch of our performance management framework – seeking to assess both the 'what' and the 'how' of delivery; reviewing our leadership development offering; considered work with CLT and WLT. All of this work seeks to underpin and drive the culture we are aspiring to create.
1.2.3 Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values	• The Council's Policy register maintains a central public facing record of all council policies agreed at Committee or Full Council level. This includes scheduled review dates. • A council policies toolkit has been developed and is available on the Council's intranet site. This includes consultation and engagement strategies for new policies, a how-to guide, guide to policies and annual review, examples and a policy template for committee reporting. • Employee Code of Conduct approved by policy and strategy committee in August 2012. • The Council consults and engages with stakeholders (i.e. CLT) on policies and procedures i.e. • Review of Council Policies through consultation with TUs and approved by committee • Improved compliance with policy refresher • Values linked to performance framework • Review of priority policies to ensure best in practice	3	Executive Director of Resources Head of Strategy and Insight	

| 1.2.4 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 | • The Council's [Procurement Handbook](#) (updated in 2017) incorporates guidance relating to ethical procurement which includes relevance of award criteria relating to fair work practices and supply or use of ethically- or fairly-traded products as applicable.
• As part of the procurement process for goods and services, the Council has set standards to manage integrity, compliance and monitoring, taking into account but not limited to, ethical and fair work practices in the tender submission documents. It is noted that should a contract be adopted from the Scottish Government Framework these standards are also included within the documentation. Contract management by service areas may give a weighting to these standards (where applicable) and they are monitored throughout the duration of the contract term.
• Template procurement documentation including terms and conditions is drafted with advice from Legal Services. On larger projects and bespoke contracts, specific legal advice obtained. Legal obligations imposed upon contractors cover the Council's ethical standards in relation to such matters as community benefits, environmental and sustainability impact and workers' rights | 2/3 | Executive Directors of Resources | Annual Assurance Process. – Governance Statement reported to [Full Council in June 2017](#). |

Supporting principle	**1.3 Respecting the rule of law**			
Requirements of the Local Code	**Evidence of compliance and links**	**Score (1-4)**	**Lead Officer(s)**	**Improvement Plan**
1.3.1 Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations	• Head of Legal and Risk appointed by the [Council as Monitoring Officer on 4 February 2017](#) – section 7 of the [Member/Officer Protocol](#). • Members have the opportunity to challenge officers submitting reports and seek advice from the Head of Legal & Risk. • Members are encouraged to seek advice from senior officers on legislative and regulatory matters. • [Employee Code of Conduct](#) approved by Corporate Policy and Strategy Committee in August 2012. • Contracts of employment • Code of conduct • A robust internal and external audit plan which includes a number key HR processes and procedures e.g. VERA/VR payments • Promotion of codes of conduct of regulatory bodies such as SSSC and GTCS • HR policies which support this • Key Council policies are reviewed by Legal Services to ensure compliance with relevant laws and regulations. Where any proposed course of action or policy is potentially non-compliant, this is flagged by Legal Services as high risk. Legal Services will escalate concerns to senior management as appropriate.	3	Executive Director of Resources Head of Strategy and Insight	
1.3.2 Creating the conditions to ensure that the statutory officers, other key post holders,	• The Head of Paid Service is the Chief Executive who was appointed at the [Council meeting on 28 May 2015](#).	3	Head of Strategy and Insight	

and members, are able to fulfil their responsibilities in accordance with legislative and regulatory requirements	• The Head of Finance's appointment and designation as the authority's section 95 officer under the Local Government (Scotland) Act 1973. was approved by Council in November 2012. • The Chief Financial Officer's financial responsibilities are set out in the Financial Regulations. • The Chief Financial Officer, the Chief Social Work Officer and the Monitoring Officer are standing members of the Corporate Leadership Team. • The Monitoring officer is the Head of Legal and Risk and was appointed by Council on 4 February 2016. • The Chief Education Officer was appointed by Council in January 2017. • Chief Social Work Officer is also the Director of Communities and Families and reports directly to the Chief Executive – previous Chief Social Work Officer is now interim Chief Officer of the IJB. • The Chief Social Work Officer provides an annual report to the Corporate Policy and Strategy Committee each year. • The Scheme of Delegation to Officers was reviewed in June 2016 and June 2017. • Committee Terms of Reference and Delegated Functions (June 2016 reviewed June 2017) • Contracts of employment • Code of conduct • A robust internal and external audit plan which includes a number key HR processes and procedures e.g. VERA/VR payments • Promotion of codes of conduct of regulatory bodies such as SSSC and GTCS • HR policies which support this • Key Council policies are reviewed by Legal Services to ensure compliance with relevant laws and regulations. Where any proposed course of action or policy is potentially non-compliant, this is flagged by Legal Services as high risk. Legal Services will escalate concerns to senior management as appropriate.			
1.3.3 Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders	• Committee Terms of Reference and Delegated Functions (June 2016 reviewed June 2017) • Regular review of Political Management Arrangements. Most recently approved by Council in June 2017. • The Community Empowerment (Scotland) Act received Royal Assent on in 2015 and sets out duties for public bodies in relation to community planning. Participation requests are part of the Act and allow community bodies to ask the Council, or other public authorities, to be involved in decisions and put forward their ideas for how services could be changed to improve outcomes for their community. This could include community bodies taking on delivery of services.	3	Head of Strategy and Insight	A Review of Community Councils/Neighbourhood Partnerships (locality committees) will be begin in early 2018.
1.3.4 Dealing with breaches of legal and regulatory provisions effectively	Legal Services will report breach of legal and regulatory provisions to senior management (primarily through Head of Legal and Risk, as member of CLT and Monitoring Officer). Serious breaches may be dealt with by the Monitoring Officer.	3	Executive Director of Resources	

Requirements of the Local Code	Evidence of compliance and links	Score (1-4)	Lead Officer(s)	Improvement Plan
	Other breaches will be addressed by Legal Services providing appropriate advice to service areas and monitoring implementation of that advice. Legal Services are also consulted in relation to complaints from the public which allege non-compliance with laws or regulations.			
1.3.5 Ensuring corruption and misuse of power are dealt with effectively	• The Monitoring officer is the Head of Legal and Risk and was appointed by Council on 4 February 2016. • Preparation and circulation of regular financial monitoring (sep 17) reports • Consideration of regular internal and external (Sep 17) audit reports by Governance Risk and Best Value Committee. • Regular review of Whistle Blowing Policy – independent service provider with authority to decide on investigations and Policy on Fraud Prevention and Anti-bribery. • Employee Code of Conduct approved by Corporate Policy and Strategy Committee in August 2012. • Mandatory training sessions provided for Councillors on their obligations under the Code of Conduct. Multiple sessions most recently provided as part of councillor induction (June - August 2017). • Member/Officer Protocol 2016. Relevant policies and procedures are in place. • Disciplinary Procedure • Anti-bribery Policy – update report to CP&S in Feb 2017 • Fraud Prevention Procedure – update report on Fraud Prevention and Detection considered by Committee in September 2017 • Whistleblowing Policy • The Head of Legal and Risk acts as the Council's Monitoring Officer. Allegations of corruption or misuse of power are considered by the Monitoring Officer, who acts independently of the Council. He has the power to conduct investigations into such allegations and following any such investigation reports his findings to full Council.	3	Executive Director of Resources Head of Strategy and Insight	

Principle 2	Ensuring openness and comprehensive stakeholder engagement			
Supporting principle	**2.1 Openness**			
Requirements of the Local Code	**Evidence of compliance and links**	**Score (1-4)**	**Lead Officer(s)**	**Improvement Plan**
2.1.1 Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness	• Review of Political Management Arrangements (June 2017) • Webcasting of Council and major committees, with access to archive recordings for five years • All Council and Committee reports and decisions are recorded and are available on the CEC web site via Council papers online (since May 2003). • Petitions procedure streamlined as part of most recent review of political management arrangements. (June 2017). • Deputations at committees	3	Head of Strategy and Insight Head of Communications	

	• The Access to Information Act 1985 schedule 1 requirements regarding exempt information are implemented throughout policy and procedure. Training on the act is provided for key officers and elected members as part of the Governance Framework Training Session. • FOI Disclosure Log • Consultation Hub • Make a suggestion, compliment or a complaint • Edinburgh People Survey – annual citizen survey • Strategy and Performance hub • Access to Information • Integral to all internal communications. Developed in relationship with the media and residents in providing information about the decision making process and the decisions that have been made. • The Council's online Strategy and Performance hub provides an overview of all Council strategies and reports against progress and performance. This framework is developed in line with the strategic direction provided by the Accounts Commission and follows best practice guidance provided by the Improvement Service. • The organisation maintains a Consultation Hub which keeps a public record of what issues the Council is engaging on, what questions are being asked, and the results of those engagements.			
2.1.2 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	• Committee report template and guidance includes standard sections requiring authors to detail consultation and engagement, sustainability impact, equalities impact, financial impact, measures of success and risk, policy, compliance and governance impact. • Honesty and transparency is enshrined in the protocol for member officer relations in decision taking and advice giving. • The Access to Information Act 1985 schedule 1 requirements regarding exempt information are implemented throughout policy and procedure. Training on the act is provided for key officers and elected members as part of the Governance Framework Training Session.	3	Head of Strategy and Insight	
2.1.3 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	• Member/Officer Protocol • Committee Terms of Reference and Delegated Functions (June 2017) • Scheme of Delegation to Officers (June 2017) • Webcasting of Council and major committees, with access to archive recordings for five years • All Council and Committee reports and decisions are recorded and are available on the CEC web site via Council papers online (since May 2003). • The committee report template require key section to be included, for example key risks and the financial impact of decisions. This provides necessary information for elected members to take decisions with clear explanation of key considerations.	3	Head of Strategy and Insight	The new Community Plan is currently being developed and will be presented to Edinburgh Partnership Board in Spring 2018.

	• Any decisions that are taken by officers under urgency provision require a report to the next committee detailing the decision taken and the reasons. See Committee TORs.
	• Copies of agendas, minutes and reports for all Council and committee meetings held by Edinburgh City Archives.
	• Members have the opportunity to challenge officers submitting reports.
	• Enhanced committee reporting following the Review of Political Management Arrangements and reports include links to related council commitments.
	• CEC reports have sections for consultation and engagement, sustainability and equalities impact.
	• Financial impact reporting arrangements are in place and embedded in the financial regulations.
	• Contract Standing Orders (June 2016)
	• Council Diary arrangements reported to Council annually (last reported 18 May 2017)
	• The Council's Consultation Hub maintains a record of what has been consulted on and what was done as a result of those consultations.
	• The Council's budget engagement process explains the pressures the Council faces and the areas where it proposes to spend and save, then records what was done as a result of public feedback.
	• The Council's performance reporting takes into consideration appropriate feedback to the relevant stakeholders of any decisions taken by Council by using appropriate communication routes.
	• The Edinburgh Partnership endorsed the Community Plan 2015-18, on 19 March 2015. This plan was published following extensive consultation with stakeholders and communities. The plan focused on a small number of shared priorities across all partners with a cross-cutting emphasis on measures to tackle poverty and inequality in the city. The plan confirmed:
	   • a shared partnership vision for the city
	   • four city wide community planning outcomes and a suite of associated strategic priorities
	   • a programme of partnership commitments to action
	   • the strategic outcome performance indicator measures and
	   • a community plan performance monitoring framework.			

2.1.4 Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action	• The Council regularly consults and engages with stakeholders and members of the public on its plans and policies. We use a variety of methods to seek feedback including surveys, focus groups, public meetings, and involving relevant stakeholders in participatory budgeting and local community planning. Details on how to find out about and participate in consultations are available via our Consultation Hub. • Community engagement is core for the Neighbourhood Partnership and localities approach. A wide range of activities are carried out, ensuring opportunities are provided in ways that are appropriate for communities of	3	Head of Strategy and Insight	

	place, interest and identity. These inform service development and responses by Council and partners.			
Supporting principle	**2.2 Engaging comprehensively with institutional stakeholders**			
Requirements of the Local Code	**Evidence of compliance and links**	**Score (1-4)**	**Lead Officer(s)**	**Improvement Plan**
2.2.1 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	• Engagement with institutional stakeholders can take a variety of forms and is determined by the nature of the relationship and the activity being undertaken. • In reporting to Committee, all consultation and engagement activities relating to Council decisions are outlined and published within the content of reports. • As part of the Council's Governance arrangements, regular reviews of project governance and management is carried out on larger projects and recommendations for improvement acted upon. • The level of engagement carried out with Elected Members depends on the purpose of the activity and includes (but is not limited to): Regular meetings with conveners and vice conveners (weekly and/or fortnightly), briefings for member groups, 121 meetings on individual projects. • The work of four Localities is informed through ongoing dialogue with community and partner agencies, together with dedicated engagement programmes, to ensure all activity reflects the aspirations and priorities within each locality. • The city's Community Planning Partnership (Edinburgh Partnership) formally endorsed and approved the EP Community Plan 2015-18, on 18 June 2015. The Plan incorporates the city's Single Outcome Agreements, and includes the partnership's vision for the city, four community planning outcomes, 12 strategic priorities and complementary partnership actions and performance measures. The Plan was approved by the EP Board, comprising 13 representatives drawn from public agencies, and community bodies. • The work of Neighbourhood Partnerships is informed through ongoing dialogue with community and partner agencies, together with dedicated engagement programmes, to ensure all activity reflects the aspirations and priorities within each locality.	3	Head of Strategy and Insight Executive Director of Place	The new Community Plan is currently being developed will be presented to Edinburgh Partnership Board in Spring 2018.
2.2.2 Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively	• Engagement with institutional stakeholders can take a variety of forms and is determined by the nature of the relationship and the activity being undertaken. • In reporting to Committee, all consultation and engagement activities relating to Council decisions are outlined and published within the content of reports. • As part of the Council's Governance arrangements, regular reviews of project governance and management is carried out on larger projects and recommendations for improvement acted upon. • The Edinburgh Partnership is made up of a 'family' of nine Strategic (Delivery) Partnerships, 12 Neighbourhood Partnerships, and seven strategic advisory	3	Head of Strategy and Insight Executive Director of Place	The new Community Plan is currently being developed will be presented to Edinburgh Partnership Board in Spring 2018

	groups. The EP Board is not an incorporated body. The partnership operates in a spirit of mutual respect and partnership working. Each member has equal standing. The EP Community Plan 2015-18 includes 12 strategic priorities that have been agreed on the basis of resourced commitments made by community planning partners, Strategic (Delivery) Partnerships, and Advisory Groups. • Neighbourhood Partnerships are Advisory Committees of the Council. They are governed by a constitution approved by Council at the time of establishment and a Neighbourhood Partnership Charter, refreshed as part of a review carried out in 2013. Guidance is provided for members through a Neighbourhood Partnership Handbook and through development activity, such as the Development and Support Programme provided for community councils. • Localities, Locality Planning and Locality Leadership Teams have agreed to place more focus on locality working and improved partnership working. In order to better support this work, the council and its partners have agreed four co-terminus locality areas. In addition, the council and its partners have established four locality leadership teams, aligned to each area, to improve service coordination, partnership activity and improved support for the work of neighbourhood partnerships. • Locality hubs have been developed to involve partnership agencies to facilitate direct access to preventative and community based Health and Social Care Services.			
2.2.3 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 Community Safety Partnership is responsible for coordinating a multi-agency response to promote community safety, to reduce reoffending and to tackle antisocial behaviour across the city. Improving community safety and effective reduction in reoffending depends on a complex, multi-agency and multi-sector approach to the delivery of a wide range of both universal and specialist services. This multi-agency approach to community safety has strengthened the locality focus which allows for closer engagement with neighbourhoods. • The Edinburgh Health and Social Care Partnership brings together the strategic planning and operational oversight of a range of adult social care services with a number of community health and hospital based services in Edinburgh. The strategic intention is to improve the health and wellbeing of citizens by joining up the planning and delivery of health and social care services under the governance of a single body, the Edinburgh Health and Social Care Partnership. • The Strategic groups under the Integrated Joint board have partnership agencies, carer and service users membership to ensure that all views are incorporated in progressing the Integration Joint Board strategic objectives.	3	Head of Strategy and Insight	
Supporting principle	**2.3 Engaging with individual citizens and service users effectively**			

Requirements of the Local Code	Evidence of compliance and links	Score (1-4)	Lead Officer(s)	Improvement Plan
2.3.1 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	• The Council developed a Consultation Framework which provides guidance to officers on deciding whether the appropriate approach to an issue is communication, engagement or consultation. • The Edinburgh People Survey measures satisfaction with key universal services and highlights where further research or consultation may be necessary. • Meaningful engagement is core to the Neighbourhood Partnership approach, providing opportunities for all members of the community to participate, influence and shape activity on an ongoing basis. • Communities are encouraged and supported to be involved in a wide variety of ways for example a series of workshops have taken place across localities leading to the development of the Locality Improvement Plans. • The Community Empowerment (Scotland) Act received Royal Assent on in 2015 and sets out duties for public bodies in relation to community planning.	3	Head of Strategy and Insight	
2.3.2 Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement	• Guidance on community engagement policies and approaches is produced and cascaded to staff and members as appropriate. This includes the formal adoption of the National Standards for Community Engagement by Council in March 2017.	3	Head of Strategy and Insight	
2.3.3 Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs	• The Edinburgh People Survey has a boosted sample of minority ethnic communities and a representative sample of people in Council housing, and people of all age groups. • The Council communicates on its budget proposals with direct mailings to community organisations who represent and provide services to different stakeholder groups. • Where appropriate, the Council gathers monitoring information various demographic characteristics through surveys. • A wide range of engagement activities are carried out, ensuring opportunities are provided in ways that are appropriate for communities of place, interest and identity to express their needs and views on services and future provision to inform service development and delivery. This includes a recent extensive exercise to engage the community to inform the development of the Locality Improvement Plans required under the Community Empowerment (Scotland) Act 2015. • The work to develop the Integration Joint Board understanding of the local population is done through ongoing dialogue with service users and partner agencies representation at regular JSNA (Joint Strategic Needs Assessment) stakeholder group meetings. • The Edinburgh Partnership (EP) Board is developing new partnership protocols to govern the business of all elements of the Edinburgh Partnership (Board / 5 strategic partnerships / locality leadership teams and their sub groups / other	3	Head of Strategy and Insight	

	locality and neighbourhood governance arrangements). Principles of EP governance reflect those in the statutory community planning guidance from the Scottish Government. The new Community Plan 2018/23 (LOIP) will state ambitions to further strengthen approaches to change, challenge and effective partnership working.			
2.3.4 Implementing effective feedback mechanisms in order to demonstrate how views have been taken into account	• Budget engagement decisions are reported through You Said, We Did in the form of a web page update and press release. • The Neighbourhood Partnership communications approach and performance framework for Local Community Plans set out effective mechanisms for providing feedback on how stakeholder views have informed service development and delivery. This is a core element of the National Standards for Community Engagement which has been adopted by the Council and the 12 Neighbourhood Partnerships. • Annual survey of communities and other stakeholders about impact of community payback work within their area is included in annual community payback report. • The EP Board, EP strategic partnerships and Locality Leadership Teams all engage in feedback activities through public performance reports or local engagement events, to inform the development of plans and strategies including LIPs and LOIPs. The EP focuses on co production approaches to ensure views of citizens are taken into account. The EP has supported Neighbourhood Partnerships to engage in feedback activities with local communities.	3	Head of Strategy and Insight	
2.3.5 Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity	• Engagement activity is designed to address the involvement of all stakeholders, with mapping and demographic data informing the approaches. This is completed in a Neighbourhood Partnership context by the production of an equalities checklist to support staff in meeting equalities legislative duties. • EP supports the Edinburgh Equality and Rights network (EaRN) to ensure communities of interest are engaged with and supported in community planning activity.	3	Head of Strategy and Insight	
2.3.6 Taking account of the impact of decisions on future generations of tax payers and service users	• The Council uses population projections to anticipate future need at below city-level, enabling us to project overall demand for services and anticipate long-term need. • In line with Scottish Government legislation the Edinburgh Integration Joint Board was formally established in July 2015, with responsibility for planning the future direction and overseeing the integration of health and social care services for the citizens of Edinburgh through the Edinburgh Health and Social Care Partnership. The Integration Joint Board is tasked with delivering its vision for a caring, healthier, safer Edinburgh through taking actions to transform how Council and NHS services and staff teams work together; with other partners; and those who use services and communities.	3	Head of Strategy and Insight Executive Directors of Resources	

- The Council's <u>Financial Regulations</u> and accompanying Finance Rules set out the requirement for Executive Directors to consider on an ongoing basis their respective budgets, including active management of risks and service pressures, delivery of approved savings and appropriate application of service investment. Taken together, these actions contribute to ensuring that the Council's overall expenditure is maintained within budgeted levels and that financial sustainability is secured in accordance with the financial strategy.
- The Council has maintained revenue expenditure within budgeted levels for ten successive years and attained its target level of unallocated reserves one year early in March 2011 and, despite severe financial pressures, has kept them at this level since that time. The Council's overall level of unallocated and earmarked reserves was assessed as appropriate as part of the <u>2016/17 Annual Audit Report</u>, with the annual <u>Risks and Reserves</u> report considered as part of the budget process also identified as an area of good practice.
- All new budget proposals are subject to detailed officer and political scrutiny at the development, implementation and subsequent delivery stages. In addition, all Committee and Council reports require authoring officers to consider, liaising as appropriate with Finance staff, the financial implications of planned actions, including the adequacy of budget provision, timing of costs and savings and any specific risks around implementation, informed by <u>specific report-writing guidance</u> in this area. The Head of Finance additionally requires to sign off the financial implications sections of all relevant reports, with the right to withdraw reports from Committee agendas where this is not undertaken enshrined in the Financial Regulations.
- The Council maintains a detailed <u>five-year financial framework</u> within the context of a ten-year financial plan. In addition to capturing changes in the Council's key income and expenditure drivers, the plan incorporates the current and future financial impacts of all material approved plans and actions, allowing decisions to be taken in the knowledge of their anticipated impact on delivery of the Council's key priorities.
- Decisions on any new borrowing are rooted in consideration of their prudence, affordability and sustainability, with levels of external borrowing assessed against a suite of prudential indicators as part of the annual budget motion and corresponding loans charge provision made within the budget framework

Principle 3	Defining outcomes in terms of sustainable economic, social, and environmental benefits			
Supporting principle	**3.1 Defining outcomes**			
Requirements of the Local Code	**Evidence of compliance and links**	**Score (1-4)**	**Lead Officer(s)**	**Improvement Plan**
3.1.1 Having a clear vision, which is an agreed formal statement of	• The Programme for the Capital: The City of Edinburgh Council Business Plan 2017-22 was agreed in August 2017. The plan forms a central part of the	3	Head of Strategy and Insight	The Council Business plan will

| 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 | Council's strategic planning and performance framework and is reviewed and revised regularly taking into account changes to the strategy and policy environment within which the Council operates. The plan has been built around the commitments which the new Council Administration have pledged to deliver over the next five years, setting out what we aim to do and how we aim to do it. This is the one plan that ensures that Council strategy, the City Vision, the Community Plan, the budget plan, the People Strategy and Directorate plans all combine around one direction of change which reflects the priorities of the public, elected members, partners and our people. The plan describes our Commitments to the city, our strategic aims and outcomes, our challenges, how we'll measure success and the future of our organisation. | | | be reviewed annually in line with budget planning cycles.

Service Implementation Plans will be presented to Committee in the new year and will describe in detail how the services will approach challenges and continue to improve services for citizens.

The new Community Plan is currently being developed and will be presented to Edinburgh Partnership Board in Spring 2018. |
| | • Edinburgh Partnership's Community Plan 2015-18 was approved by Edinburgh Partnership Board in March 2015 with all partners sharing a single vision for the city that: 'Edinburgh is a thriving, successful and sustainable capital city in which all forms of deprivation and inequality are reduced.' There are 4 strategic outcomes:
 1. Edinburgh's economy delivers increased investment, jobs and opportunities
 2. Edinburgh's children and young people enjoy their childhood and fulfil their potential
 3. Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health
 4. Edinburgh's communities are safer and have improved physical and social fabric and high level performance targets have been reduced from over 50 to 21, all of which can only be achieved through partners working effectively together.
• The Council's strategic aims of "A forward looking Council" and "An empowering Council" are underpinned by the organisation's culture and values. These are the principles that drive how services are delivered and how people work with citizens and communities.
• The Council's People strategy is built around a core set of values that guide everything we do. Our values define the culture we want to build within our organisation and sets out our commitment to each other within our workforce as well as to our citizens and communities. Our values are:
 - Customer First - We listen, are responsive, helpful and knowledgeable. We care and we treat people with respect at all times.
 - Forward Thinking - We are proud to work for Scotland's capital city. We are forward thinking and focused on improving Edinburgh.
 - Working Together - We work together to achieve shared goals and provide value for money services.
 - Honest and Transparent - We are honest and transparent in all we do and are accountable for our decisions. | | | |

3.1.2 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	• <u>The Programme for the Capital: The City of Edinburgh Council Business Plan 2017-22</u> was agreed in August 2017. The plan forms a central part of the Council's strategic planning and performance framework. The plan describes our Commitments to the city, our strategic aims and outcomes, our challenges, how we'll measure success and the future of our organisation. To deliver Council vision and strategic aims, 20 associated outcomes have been set out. These outcomes link to our 52 commitments to the city which will be prioritised over the duration of this plan and into the future. The plan clearly articulates our intended outcomes and expected impacts on citizens. • Locality Improvement Plans are being developed to meet the requirements of the Community Empowerment (Scotland) Act 2015. Development has been informed by extensive engagement in each of the four Localities to ensure the views of the community are taken into account and the plans are tailored to fit the individual needs and aspirations of each of the Localities and the specific areas of need within them. The plans will detail expected impact of improvements identified. • <u>Edinburgh Partnership's Community Plan 2015-18</u> was approved by Edinburgh Partnership Board in March 2015 with all partners sharing a single vision for the city that: 'Edinburgh is a thriving, successful and sustainable capital city in which all forms of deprivation and inequality are reduced.' There are 4 strategic outcomes: 1. Edinburgh's economy delivers increased investment, jobs and opportunities 2. Edinburgh's children and young people enjoy their childhood and fulfil their potential 3. Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health 4. Edinburgh's communities are safer and have improved physical and social fabric and high level performance targets have been reduced from over 50 to 21, all of which can only be achieved through partners working effectively together.	3	Head of Strategy and Insight	The Council Business plan will be reviewed annually in line with budget planning cycles. The new Community Plan is currently being developed will be presented to Edinburgh Partnership Board in Spring 2018
3.1.3 Delivering defined outcomes on a sustainable basis within the resources that will be available	• <u>The Programme for the Capital: The City of Edinburgh Council Business Plan 2017-22</u> was agreed in August 2017. The plan forms a central part of the Council's strategic planning and performance framework. The plan describes our Commitments to the city, our strategic aims and outcomes, our challenges, how we'll measure success and the future of our organisation. To deliver Council vision and strategic aims, 20 associated outcomes have been set out. These outcomes link to our 52 commitments to the city which will be prioritised over the duration of this plan and into the future. • Locality Improvement Plans are being developed to meet the requirements of the Community Empowerment (Scotland) Act 2015. Development has been informed by extensive engagement in each of the four Localities to ensure the views of the community are taken into account and the plans are tailored to	3	Executive Director of Resources Head of Strategy and Insight	The Council Business plan will be reviewed annually in line with budget planning cycles.

		Score (1-4)	Lead Officer(s)	Improvement Plan
	• fit the individual needs and aspirations of each of the Localities and the specific areas of need within them. • The Council's budget process is founded upon priority-based principles, with additional demographic-related investment provided on an annual basis and proportionately lower savings requirements applied to the priority areas of education, children's services and health and social care. • The Council was one of the first in Scotland to introduce a long-term financial plan, doing so in 2009. The expenditure and income assumptions underpinning the plan are subject to at-least six-monthly review, with the results of the most recent such assessment considered by the Finance and Resources Committee on 5 September 2017. The Council's arrangements in these areas were assessed as effective in the recently-published 2016/17 Annual Audit Report. • The Council's budget strategy has sustainability at its core, with, for example, no capital or other investment approved without assurance over its longer-term affordability. • In acknowledging the potential for closer integration of financial and non-financial information to inform decision-making, however, work is underway between Finance and Head of Strategy and Insight colleagues to develop service profiles for all main areas of Council activity.			
3.1.4 Identifying and managing risks to the achievement of outcomes	• There is an enterprise risk management framework in place which is described in the Enterprise Risk Management Policy (publicly available) while the Risk Management Procedure is for internal use. Both documents are reviewed annually. • Enterprise risk management (ERM) refers to the activities which seek to capture all the risk exposures which an organisation faces while it seeks to achieve its objectives and/or outcomes. • The framework provides for the identification, recording, management and reporting of risks. • Risks are escalated in accordance with the policy from Service Teams, through Directorate then CLT Risk Registers. • The Governance, Risk and Best Value Committee scrutinises the top risks on a quarterly basis.	3	Executive Director of Resources	
3.1.5 Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available	• Public engagement. Clarity in all communications on the decision making criteria and the decisions reached.	3	Head of Communications	
Supporting principle	**3.2 Sustainable economic, social and environmental benefits**			
Requirements of the Local Code	**Evidence of compliance and links**	**Score (1-4)**	**Lead Officer(s)**	**Improvement Plan**

3.2.1 Considering and balancing the combined economic, social and environmental impact of policies and plans when taking decisions about service provision	• Impact assessments on sustainability and equalities and diversity are undertaken routinely as part of the development of polices and plans when taking decisions about service provision. • These impact assessments are both stored by the service and published online. • For Committee decisions, it is required that the sustainability (including environmental) and equalities impacts have been assessed and are reported as part of the report to Committee. • Economic and social benefits are not specified requirements when policy and plan decisions are taken however they are fundamental in the Council's Business Plan and are therefore implicit in the decision making for the Council. • The Programme for the Capital: The City of Edinburgh Council Business Plan 2017-22 forms a part of a robust strategic framework that connects the strategic vision of the Council and its partners to the detailed plans that guide the delivery of our frontline services. This framework ensures that all Council plans and strategies are driven by and focused towards the delivery of a single shared vision for the city and our services. This framework comprises of 2050 City Vision, Community Plan and Local Development Plan, Locality Improvement Plans, Council Strategies and Directorate Business Plans.	3	Head of Strategy and Insight Executive Director of Place	The Council Business plan will be reviewed annually in line with budget planning cycles.
3.2.2 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	• The Council has a robust approach to risk and this is incorporated explicitly in all reports to Committee on decisions to be taken. The report template also requires officers to explicitly consider the financial impacts of any decisions taken. • Committee report template and guidance includes standard sections requiring authors to detail consultation and engagement, sustainability impact, equalities impact, financial impact, measures of success and risk, policy, compliance and governance impact. • The Council Business Plan will be reviewed at Full Council on an annual basis. This review is supported by an annual mid-term review of progress towards implementation.	3	Head of Strategy and Insight Executive Director of Place	
3.2.3 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.	• In the development of policies and procedures, the Council takes account of the public interest associated with decisions to be taken. Committee reports are published and all Committees are broadcast through the Council's webcast function. Recordings are retained and are published on line. • Consultation and Engagement, Risk, Policy Compliance and Governance, Financial, Equalities and Sustainability criteria are applied to all Committee reports and therefore to all decisions taken by Elected Members. Officers have a duty to ensure that all relevant information is contained within Committee reports to ensure that the decisions being taken are open and transparent where benefits and impacts are in conflict. • Petitions procedure redesigned as part of most recent review of political management arrangements. (June 2017).	3	Head of Strategy and Insight Executive Director of Place	

Requirements of the Local Code	Evidence of compliance and links	Score (1-4)	Lead Officer(s)	Improvement Plan
	• Deputations at Committees. • The Council gathers extensive information about the social and demographic attributes of residents and analyses this to provide input into policy decisions. • The Council explicitly offers choices about service prioritisation and policy to residents through its budget engagement activity.			

3.2.4 Ensuring fair access to services	• The Programme for the Capital: The City of Edinburgh Council Business Plan 2017-22 strategic aims ensure that citizens and communities have access to services in way that meets their needs and preferences. To deliver the vision, Council services will focus their work towards the delivery of five mutually reinforcing strategic aims:
	  1. A Vibrant City
	  2. A City of Opportunity
	  3. A resilient City
	  4. A Forward Looking Council
	  5. An Empowering Council
	• The Council's Equality, Diversity and Rights Framework ensures that citizens have a fair access to services and are able to use these services and join in with the life and work of the city.
	• Make a suggestion, compliment or a complaint
	• Access to Information
	• FOI Disclosure Log
	• The Council provides services in a range of ways and ensures fair access to services and to information. There are a number of ways the public can engage with Council services and recently more services are being delivered in local areas to increase the ability for all members of the community to access Council services.
		3	Head of Strategy and Insight
			
			Executive Director of Place
				The Council Business plan will be reviewed annually in line with budget planning cycles.

Principle 4	Determining the interventions necessary to optimise the achievement of the intended outcomes

Supporting principle	4.1 Determining interventions

Requirements of the Local Code	Evidence of compliance and links	Score (1-4)	Lead Officer(s)	Improvement Plan
4.1.1 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	• All Council and Committee reports and decisions are recorded and are available on the CEC web site via Council papers online (since May 2003). • Members have the opportunity to challenge officers submitting reports and ask questions at both agenda planning meetings or committee. • Workshops and briefing notes regularly used to support the Committee report. • Additional focus has been provided on the financial impact section of reports to ensure it is providing all the information a committee requires. • New section on risk in committee reports outlining the risks as a consequence of any decision on the matter.	3	Head of Strategy and Insight	New report templates and guidance are routinely introduced, the latest of which was in September 2017.

Requirements of the Local Code	Evidence of compliance and links	Score (1-4)	Lead Officer(s)	Improvement Plan
4.1.2 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	• Deputations (representative of a group or organisation speak at a committee meeting on a subject of their choice) are welcomed at Council and Committees. • Decisions are recorded and are available on the CEC web site via Council papers online (since May 2003). • Petitions process, established in 2012, engages and involves citizens in the democratic process. To date over 18,000 signatures have been submitted. The process was reviewed in June 2017, to ensure a speedier resolution for petitioners. • Committee report template and guidance includes standard sections requiring authors to detail consultation and engagement, sustainability impact, equalities impact, financial impact, measures of success and risk, policy, compliance and governance impact. • The Council's 2016 budget engagement involved full Council, full budget prioritisation of services, allowing residents to say what they most valued and wished the Council to protect during a period of reducing budgets. • A wide range of engagement activities are carried out, ensuring opportunities are provided in ways that are appropriate for communities of place, interest and identity to express their needs and views on services and future provision to inform service development and delivery. • The Council's Locality Improvement Plan development sought the views of communities on the use of assets and the delivery of services in a local context, across organisational silos.	3	Head of Strategy and Insight	

Supporting principle	4.2 Planning interventions			
Requirements of the Local Code	**Evidence of compliance and links**	**Score (1-4)**	**Lead Officer(s)**	**Improvement Plan**
4.2.1 Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets	• The Council's planning and performance framework is reviewed at Full Council annually in line with budget planning cycles. This review is supported by an annual mid-term review of progress towards implementation conducted in September each year.	3	Head of Strategy and Insight	A suite of performance indicators is being further developed to measure our progress and success at each level of the strategic planning framework. Indicators will be presented via dashboards and will include financial, workforce and customer

elements to give a balanced view of performance against outcomes and commitments. Performance will be scrutinised by Elected Members and the Council's Corporate Leadership Team. The Council Business plan will be reviewed annually in line with budget planning cycles. Following the new Council Business Plan, Service Implementation Plans will be developed and presented to Council in the new year.

[The City of Edinburgh Council Business Plan 2017-22](#) (August 2017) forms a part of a robust strategic framework that connects the strategic vision of the Council and its partners to the detailed plans that guide the delivery of our frontline services, taking into account

				changes to the strategy and policy environment within which the Council operates. This framework comprises of 2050 City Vision, Community Plan and Local Development Plan, Locality Improvement Plans, Council Strategies (that describe the corporate approaches the Council need to take to improve the management of core activities and assets such as people, finances, technology, properties and estate, sustainability and equalities, and the way change is managed) and Directorate Plans reflecting the priorities of the public, elected members, partners and our people.
4.2.2 Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered	• A wide range of engagement activities are carried out, ensuring opportunities are provided in ways that are appropriate for communities of place, interest and identity to express their needs and views on services and future provision to inform service development and delivery	3	Head of Strategy and Insight	

	• The Council's Locality Improvement Plan development sought the views of communities on the use of assets and the delivery of services in a local context, across organisational silos • National Standards for Community Engagement underpin the Council's and Edinburgh Partnership's and Neighbourhood Partnership's approach. • The Edinburgh Equality Network continues to be a good mechanism for engaging with communities of interest on a range of issues. • Neighbourhood Partnerships continue to strengthen work with communities of interest with strategic activity including the production of guidance, improvements to the monitoring and evaluation framework. • The consultation toolkit and hub helps to facilitate adherence with the National Standards for Community Engagement and the principles of meaningful consultation, including guidance on making consultation accessible and inclusive.			
4.2.3 Considering and monitoring risks facing each partner when working collaboratively, including shared risks	• The Governance, Risk and Best Value Committee was established to take the lead role as the Council's main scrutiny panel. • Accounts Commission Best Value Audit Report stated that the Governance, Risk and Best Value Committee 'provides effective scrutiny of the Council's operations and performance.' • The Convener of the Governance, Risk and Best Value Committee is a senior opposition member. Both the Chief Executive and the Executive Director of Resources attend meetings in person, supported by other members of the Corporate Leadership Team. • The Committee has the ability to review any of the Council's activities, to require action or further reports, and to call witnesses to support its debate. • The Council has responded to external scrutiny, in the form of external audit and inspection reports, with improvement plans which are reported to the appropriate committees. • Council Companies' Hub established in June 2016 to improve the officer scrutiny of Council companies, including risks. It clarifies roles and responsibilities, good governance, elected members duties as councillors and the mitigation of conflicts of interest. • Annual Assurance process includes a section on risks. • When working with partners early consideration is given to risks and the appropriate framework and reporting mechanisms to be used • Members of the Corporate Risk Team have started meeting with partners to discuss shared risk (examples include NHS Lothian for IJB/HSCP risk, Edinburgh Trams for operational risk and the Tram Completion/Extension Project Director).	3	Head of Strategy and Insight Executive Director of Resources	Confirm bespoke arrangements for each collaborative venture and include in governance documentation. These should include (as a minimum) the following: Consider creating a formal Memorandum of Understanding (MOU) and/or Information Sharing Protocol (ISP) for each collaborative venture to agree roles and responsibilities with regard to risk management. Statement of agreed roles and

				responsibilities (including reporting lines, formats and frequencies) for each collaborative venture. Consideration given to creating a separate risk register for each collaborative venture (if not already in place). Consider creation of a risk ownership matrix as part of the collaborative venture documentation to articulate clearly who owns which risks, and documents how to monitor progress
4.2.4 Ensuring arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances	• A new Head of Strategy and Insight function with enhanced capacity for transformation and business change support to drive service improvements was established (February 2017). • A data warehouse and dynamic dashboard reporting toolkit through Cognos has been developed to provide a single repository for all data in the Council and facilitate data profiling to identify and action data quality issues. Cognos dashboards allows data to be blended from multiple sources (internal and external) and uses a wide range of analytical tools to enable a single view of information across the Council. The dashboards provide deeper insight into performance and service provision and support effective decision making, service planning and improvement. • Targeted service improvements and enhanced monitoring of performance by CLT form a core part of the Council's new Business Planning process. • Urgent decision provision is included within the Committee Terms of Reference and Delegated Functions. • The Scheme of Delegation (June 2017) sets out the powers delegated by the City of Edinburgh Council to officers, pursuant to the Local Government	3	Head of Strategy and Insight Executive Director of Resources	

	(Scotland) Act 1973. The Scheme facilitates the efficient conduct of Council business by clearly setting out the nature and extent of the powers delegated to officers by the Council, thereby ensuring that decisions are taken at an appropriate level and ensure sufficient and appropriate scrutiny. • As part of the Terms and Conditions (T&C's) issued in a tender process, the T&C's detail that the delivery of goods and services may be varied (adaptable) if they follow the conditions, to allow for changing circumstance. In some cases, there is a detailed Change Control Notice. This notice is submitted to the Council, signed by the Service Provider. The Council agrees to respond to the Change Control Notice within 3 weeks of receipt. (Services agreement for use by public sector bodies).			
4.2.5 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	• Progress against the delivery of our strategic plans is tracked by a Council-wide performance management framework. A key component of the framework is a well-defined suite of performance indicators which are used to measure success at each level of the strategic framework. Key performance indicators are being established through engagement with service area senior managers as part of the planning and performance framework. Coalition commitments measures are being established through consultation with service areas and elected members and will form part of the performance framework reporting to Senior Management Teams, Corporate Leadership Team and Committees. The performance framework is reviewed annually and performance reporting against the Council's commitments and outcomes forms the basis of the annual report on progress. • Monitoring of performance is done through the performance dashboards which incorporate indicators around quality of service, customer perceptions and service response rates. • Data for the framework and dashboards is collated centrally using the Cognos performance management system. • A Performance Dictionary has been developed to provide a brief description and purpose of the City of Edinburgh Council's key performance indicators. • KPI monitoring and measurement is an integral element in the development of a contract and forms a component of the quality score in the tender evaluation process. KPI planning at outset in the tender process ensures the performance of services / projects can be robustly and accurately measured. The successful tenderer is required to ensure provision of adequate monitoring of performance against agreed KPI's, the method of which is detailed within the tender documentation.	3	Head of Strategy and Insight Executive Director of Resources	The Annual Performance Overview report was presented to Full Council on 24 August 2017. This report provides an overview of performance covering the key performance indicators linking to benchmarking and citizen's perception as well as progress towards achieving the community plan outcomes. This report aims to promote a 'one Council' approach to deliver on corporate, political and Community Planning priorities.
4.2.6 Ensuring capacity exists to generate the information required to review service quality regularly	• Reviewing service quality is embedded within strategic change and delivery programme which covers process review and service improvement. Service areas work in partnership with change teams to identify opportunities for new ways of working. • Commercial Procurement Service works with service areas, suppliers and Head of Strategy and Insight to ensure spend and service level, including KPI	3	Head of Strategy and Insight Executive Director of Resources	

	data, is available to measure performance of the contract during its life and prior to re-tender. This ensures the Council is procuring goods and service which meet the defined needs. This allows us to ensure that the contract is being managed regarding capacity, value for money and delivering savings both financially and in service efficiencies. Service areas also monitor suppliers to ensure the general T&Cs of the contract are being met and that all sustainable and community benefits are being realised.		
4.2.7 Preparing budgets in accordance with objectives, strategies and the medium term financial plan	• Each year the Council consults with citizens and other stakeholders on the planned changes to its budget. This is done through budget engagement exercise. The 2016 budget engagement focused on the delivery of programmes and initiatives already agreed in principle. Citizens and stakeholders were invited to contribute to the development of services and how changes might best be implemented. • The Financial Strategy forms part of an interwoven framework of complementary corporate strategies such as the Business Plan, Asset Management Strategy and HR Strategy, ensuring that maximum value is derived from the Council's available resources in contributing towards its priority outcomes. • The budget framework serves to align available resources to Council priorities whilst addressing the full range of the Council's commitments in a way that is sustainable and strikes an appropriate balance between efficiency, income generation, service investment and service prioritisation. In bringing forward savings proposals, Executive Directors are explicitly asked to couch savings proposals in these service and corporate priorities.	3	Head of Strategy and Insight Executive Director of Resources	
4.2.8 Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy	• The Council has an on-going system of review in place with regard to its main expenditure and income drivers. The contents of the revenue budget framework are subject to at-least six-monthly formal reporting, reflecting as appropriate updated grant funding estimates, population and wider demographic projections, inflationary forecasts (including pay awards) and cost impacts of legislative and other changes. • Capital expenditure and income projections are similarly based on up-to-date prudent assessments of likely receipt levels, grant funding, asset condition, Council commitments and priorities and other relevant data. By assisting service areas to develop realistic expenditure plans and promptly identifying instances of potential project delays, the level of expenditure slippage recorded across the programme has been significantly reduced in recent years, comparing very favourably with other authorities and realising savings in loans charge expenditure contributing to addressing wider savings targets.	3	Executive Director of Resources	The results of the most recent main expenditure and income drivers assessment were reported to the Finance and Resources Committee on 5 September 2017. These assumptions and the effectiveness of the overall approach were favourably assessed as part of the Council's

Supporting principle	4.3 Optimising achievement of intended outcomes			
Requirements of the Local Code	Evidence of compliance and links	Score (1-4)	Lead Officer(s)	Improvement Plan
4.3.1 Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints	• As noted for 4.2.7 above, the Council's budget strategy affords relative protection to key service areas and priorities within an overall position that emphasises the need for both revenue and capital expenditure and income to remain in balance over the medium term.	3	Executive Director of Resources	
4.3.2 Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term	• While recognising the Council's legal responsibility to set a balanced revenue budget for the following financial year by 11 March, both the revenue and capital budget-setting processes adopt a whole-life approach, capturing the expenditure and income implications of approved or proposed actions not just for the following but also subsequent years. • In addition to the direct impacts of specific proposals, the long-term financial plan takes account of the wider implications of the Council's activity in such areas as the associated required levels of pay award and on-cost provision, fees and charges income and enabling investment. The framework also recognises that demand for the Council's services mirrors changes in the population as a whole and therefore makes explicit provision for the impact of demographic-led growth in such areas as school education, older people's care and services for those with physical and/or learning disabilities. The framework also reflects the financial impact of future changes such as approved increased employer pension contributions and anticipated changes in grant funding. • While work is underway to introduce further improvements, the process also takes account of the indirect impacts of changes in demand for Council services, such as additional property and school meal costs linked to growth in the number of pupils within the Council's schools.	3	Executive Director of Resources	
4.3.3 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	• The Programme for the Capital: The City of Edinburgh Council Business Plan 2017-22 describes how a sustainable balanced budget will be delivered in a challenging environment, with increasing demand for services at a time of on-going financial constraint. • The Council's budget framework is underpinned by a comprehensive and regular review of the key factors influencing the Council's need to spend and the likely level of resources available to support that spend over the medium- to longer-term, be it due to demographic trends, inflationary pressures, legislative reform or grant funding or other changes. The results of these assessments are reported to the Council's Leadership Team and the Finance and Resources Committee on an at-least six-monthly basis, allowing the adequacy of the Council's actions to be framed against not just the immediate savings requirement but also the medium-term financial position.	3	Executive Director of Resources Head of Strategy and Insight	

	This medium-term perspective also informs the assessment of the adequacy and proposed use of the Council's reserves in striking an appropriate balance between meeting specific liabilities as they fall due and supporting required transformation through, for example, spend to save investment or meeting staff release costs to secure recurring employee cost savings. • The Council's capital plan similarly adopts a longer-term timeframe and is informed by explicit consideration of Council priorities, thereby maximising the level and effectiveness of investment available to take forward key initiatives with reference to the principles contained within the Asset Management Strategy and relevant Asset Management Plans.			
4.3.4 Ensuring the achievement of 'social value' through service planning and commissioning	The Council is fully complaint with the Procurement Reform Act (Scotland) 2014 which places a statutory duty to consider social, economic and environmental benefits in every regulated procurement.	3	Executive Director of Resources Head of Strategy and Insight	

Principle 5	Developing the entity's capacity, including the capability of its leadership and the individuals within it			
Supporting principle	**5.1 Developing the entity's capacity**			
Requirements of the Local Code	**Evidence of compliance and links**	**Score (1-4)**	**Lead Officer(s)**	**Improvement Plan**
5.1.1 Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness	• The Council's performance framework for Senior Management Teams and Corporate Leadership Team is reviewed annually and performance reporting against the Council's commitments and outcomes forms the basis of the annual report on progress. The annual review gives Council the opportunity to ensure the outcome-based measures which join up priorities across service areas and partnership continue to be effective.	3	Head of Strategy and Insight	
5.1.2 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	• Value for money considerations have been implicit in development of transformation plan business cases, particularly those for Business and Support Services and Asset Management, with relevant comparators (including, as appropriate, use of the Local Government Benchmarking Framework) informing assessments of current service efficiency and effectiveness. • The Council as a member of Local Government Benchmarking Framework participates in the learning events, shares best practice and case studies in order to improve services. • The Council also considers the findings of all Audit Scotland national reviews. • Service areas use benchmarking findings (i.e. Education Scotland or Housemark) to determine whether they performing effectively and efficiently, whether the costs are in line with those of competitors and whether internal activities or processes or use of resources need improvement.	2	Head of Strategy and Insight	Challenging existing practices and identifying initiatives for new and more efficient use of resources is crucial to council wide service delivery. This includes challenge and scrutiny of key areas such as performance and change. Strategy and Insight is

undertaking an organisational review to create the most effective structure for informing and supporting the policy decisions of the council. The key aim of the restructure is to develop a skilled, responsive and robust function with four objectives:-

To provide direction to the Council, informing policy decisions with acute focussed research;

To provide key infrastructure to support decision-making;

To offer insightful intellectual analysis of operations; and

To engage with stakeholders across the City, the Region, the nation and internationally.

Through the review and, in particular through the refocussed Policy and Insight and

				Strategic Change and Delivery functions, the division will seeking and applying best practice from other organisations and use management information to monitor and control resources to ensure that the Council is best able to deliver its objectives efficiently and effectively. The review is currently in its consultation phase until 5 January 2018.
5.1.3 Recognising the benefits of partnerships and collaborative working where added value can be achieved	• The Edinburgh Partnership (EP) engage appropriately in all matters relating to communities and working in collaboration to ensure the added value can be achieved. All partners share a single vision for the city that: 'Edinburgh is a thriving, successful and sustainable capital city in which all forms of deprivation and inequality are reduced.' The Edinburgh Partnership provides a useful mechanism to gather partner and community views on service delivery. • In line with Scottish Government legislation the Edinburgh Integration Joint Board was formally established in July 2015, with responsibility for planning the future direction and overseeing the integration of health and social care services for the citizens of Edinburgh through the Edinburgh Health and Social Care Partnership. The Integration Joint Board is tasked with delivering its vision for a caring, healthier, safer Edinburgh through taking actions to transform how Council and NHS services and staff teams work together; with other partners; and those who use services and communities. • The Community Safety Partnership is responsible for coordinating a multi-agency response to promote community safety, to reduce reoffending and to tackle antisocial behaviour across the City. Improving community safety and effective reduction in reoffending depends on a complex, multi-agency and multi-sector approach to the delivery of a wide range of both universal and specialist services. This multi-agency approach to community safety has strengthened the locality focus which allows for closer engagement with neighbourhoods.	3	Head of Strategy and Insight	

| 5.1.4 Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources | • Council People Strategy and People Plan was reported to Finance and Resources Committee on 23 February 2017 and Corporate Policy and Strategy Committee 28 March 2017.
• Workforce Dashboards are prepared monthly and reporting on critical people indicators. These are reviewed at CLT, Directorate leadership team meetings and the Finance and Resources Committee
• Retendering of our recruitment framework to ensure visibility and scrutiny of our temporary resources across the organisation
• A review of Supply Teachers completed in June 2017 which included comprehensive engagement with HT & DHT's to redesign the database (complete data refresh), process and evaluation. | 2 | Executive Director of Resources | Comprehensive people plans to be developed for each Directorate which are aligned to the delivery of our People Strategy. A component of this is the development of workforce plans. This work has started (in conjunction with HR, Finance and Strategy and Insight) and will see plans in place by the beginning of 2018.

The contract award for the provision of Occupational Health Services and Employee Assisted programme will be reported to Committee in the last quarter of 2017.

The Open Framework agreement for Learning and Development will be reported to Committee in the last quarter of 2017. Subject to approval, the framework will run for 3 years |

Supporting principle	5.2 Developing the capability of the entity's leadership and other individuals			
Requirements of the Local Code	**Evidence of compliance and links**	**Score (1-4)**	**Lead Officer(s)**	**Improvement Plan**
5.2.1 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	All operational governance documentation is subject to review annually and form part of any review of the political management arrangements. The Governance – operational governance framework was reviewed on 2 June 2016: • Procedural Standing Orders for Council and Committee Meetings, • Committee Terms of Reference and Delegated Functions, • Financial Regulations, • Contract Standing Orders, • Standing Orders states that 'In an election year, the Council will hold a meeting at 10 am, no later than the third Thursday after the day of the ordinary election of Councillors'. This meeting was held on 18 May 2017 whereby the Lord Provost was appointed. The meeting was adjourned until 25 May 2017 when further appointments were made to some Sub Committee and Joint Boards. Revised political management arrangements based on the political balance of the Council and appointments to all other Committees were confirmed on 22 June 2017. Following the Local Government elections in May 2017 the Governance – operational governance framework was further reviewed (29 June 2017) to meets the aims and aspirations of the newly elected Council. • Procedural Standing Orders for Council and Committee Meetings, • Committee Terms of Reference and Delegated Functions, • Scheme of Delegation to Officers • Financial Regulations • Contract Standing Orders • Member/Officer Protocol • The Council Business Plan for the period 2016-20 was first approved by Council in January 2016. At the time of that launch the Council made a commitment to provide an annual update of the plan, to make sure that the priorities and direction the plan describes continue to remain relevant and focused on the needs of our customers and citizens, an update was considered in February 2017. • A suite of performance indicators is being further developed to measure the Business Plan 2017-2022 progress and success at each level of the strategic planning framework. Indicators will be presented via dashboards and will include financial, workforce and customer elements to give a balanced view of performance against outcomes and commitments. Performance will be scrutinised by Elected Members and the Council's Corporate Leadership Team.	3	Head of Strategy and Insight	

5.2.2 Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body	• The Scheme of Delegation to Officers was reviewed in June 2016 and June 2017. • Committee Terms of Reference and Delegated Functions set out the powers delegated by the City of Edinburgh Council to its committees and sub-committees pursuant to the Local Government (Scotland) Act 1973. • Contract Standing Orders apply (with certain exceptions) to all contracts made by or on behalf of the Council for the procurement of the execution of works, the supply of goods and materials to the Council, and/or for the provision of services. • Corporate debt policy outlines the financial needs of the Council and the social needs of our customers.	3	Head of Strategy and Insight
5.2.3 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	• The Scheme of Delegation to Officers was reviewed in June 2016 and June 2017. Specific reference to the chief executive's responsibilities can be found at Paragraph 4.1 and Appendix 1 in both documents. • The leader of the Council undertakes the Chief Executives performance conversation. • The Member-Officer Protocol sets out the roles and responsibilities of Elected Members and Council officers, including the Chief Executive, to ensure clarity when carrying out their respective duties. • The Council Leader was appointed as Convenor of the Corporate Policy and Strategy Committee on 22 June 2017.	3	Head of Strategy and Insight
5.2.4 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 members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged - ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and	• A Project Board (January 2017) was established to oversee preparations for the induction of councillors following the May 2017 Scottish Local Government elections. The Board sought and applied best practice to ensure the best use of technology to assist councillors in conducting their duties. • A comprehensive induction pack was presented to members upon election alongside a programme of essential/statutory training and elective training options. • A comprehensive induction programme for elected members was developed for implementation following the Scottish Local Government elections. This is supplemented on an ongoing basis by both regular general and tailored training for elected members. • Investment in Future, Engage, Deliver model of leadership, kicking off with Leadership Summit in April 2015, creation of Wider Leadership Team (top 100 leaders in the Council), monthly developmental meetings, establishment of leadership sets, investment in coaching, leadership sessions for senior service leaders (4th tier) to support their leadership development and co-create a high performance culture. • New monthly employee induction events introduced from August 2016, hosted by Chief Executive, Council Leader and Executive Directors.	3	Executive Director of Resources Head of Strategy and Insight

responsibilities and ensuring that they are able to update their knowledge on a continuing basis - ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external	- Launched Essential Learning, Key Policies Handbook to support policy refresher. - Ongoing job specific induction and essential learning across the Council.			
5.2.5 Ensuring that there are structures in place to encourage public participation	- Deputations (representative of a group or organisation speaks at a committee meeting on a subject of their choice) are welcomed at Council and Committees, decisions are recorded and are available on the CEC web site via Council papers online (since May 2003). - Petitions process, established in 2012, engages and involves citizens in the democratic process. To date over 18,000 signatures have been submitted. The process was reviewed in June 2017, to ensure a speedier resolution for petitioners. - Participation is also supported through the Community Councils and Neighbourhood Partnerships. Community Councils are groups of people who care about their community and want to make their area a better place to live. They have an important role in local democracy. They represent the views of local people on Neighbourhood Partnerships and convey these views to the Council and other organisations. Neighbourhood Partnerships are Advisory Committees of the Council. They are governed by a constitution approved by Council at the time of establishment and a Neighbourhood Partnership Charter, refreshed as part of a review carried out in 2013. Guidance is provided for members through a Neighbourhood Partnership Handbook and through development activity, such as the Development and Support Programme provided for community councils. - The Council's Consultation Hub provides a consistent approach and location to make citizens aware of consultation, and to make consultations shareable and easier to locate. - Neighbourhood Partnerships as the vehicle for community planning provide the local governance structure to enable communities to influence and inform service design and delivery.	3	Head of Strategy and Insight	
5.2.6 Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections	360 feedback carried out (CLT and WLT) - Investment in 'Future, Engage, Deliver' approach which as a strong focus on seeking feedback on a regular basis - New Performance Framework incorporates key elements of giving and receiving feedback and this has been a key part of the Conversation Spotlight training events which have been delivered throughout 2017 to leaders	3	Executive Director of Resources	Peer review in some areas eg internal audit.

Requirements of the Local Code	Evidence of compliance and links	Score (1-4)	Lead Officer(s)	Improvement Plan
5.2.7 Holding staff to account through regular performance reviews which take account of training or development needs	• New performance framework developed and rolled out for all staff in 2017 which means performance objectives, reviews and development plan for all staff • Achieved 96% PRD completion and iTrent recording in 2016/17	2	Executive Director of Resources	Embedding our new Performance Management framework continues (launched in April 2017) with ongoing training ('Conversation Spotlight') for all line managers, workshops & roadshow for employees, regular communications and newly designed Orb (intranet) content and pages.
5.2.8 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	• Occupational Health • EAP • Market Stall at New Employee Induction • Line Manager Training and Support • Managing Attendance Procedure • Staff Benefits • Bike to Work Scheme • Health and Safety Policy • Risk Assessment	3	Executive Director of Resources	Needs more development to be a 4 e.g. embedding a more preventative approach to wellbeing; coupled with clarity of support from the organisation for employees and the 'ask' of employees to look after their own wellbeing.

Principle 6	Managing risks and performance through robust internal control and strong public financial management			
Supporting principle	**6.1 Managing risk**			
Requirements of the Local Code	**Evidence of compliance and links**	**Score (1-4)**	**Lead Officer(s)**	**Improvement Plan**

6.1.1 Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making .	• Risk Management is included in New Leaders' Induction events to emphasise the importance and relevance of risk management to all managers, and what is expected of them within their teams. • The Corporate Risk Team work alongside Directorates and Services to provide training, run risk management workshops and provide advice to ensure risk management is fully embedded across the Council. • Quarterly Risk and Assurance Committees in each Directorate and the CLT are chaired by the Chief Risk Officer (CRO) to maintain a consistent approach and ensure that the importance of risk management in the decision-making process is understood by all. • The Chief Risk Officer and Chief Internal Auditor have provided three training sessions to Elected Members which have highlighted the importance of risk management to the decision-making process.	2/3	Executive Director of Resources	To be stated explicitly in the next revision of the Enterprise Risk Management Policy and the Risk Management Procedure. CRO to remind Risk and Assurance Committees (by end Quarter 1 2018) and remind attendees to cascade through their areas. CRO to produce a short guide identifying various risk analysis tools available to assist with decision-making, and publicise through CLT by end Quarter 4 2017.
6.1.2 Implementing robust and integrated risk management arrangements and ensuring that they are working effectively	• There is an enterprise risk management framework in place which is described in the Enterprise Risk Management Policy (publicly available) while the Risk Management Procedure is for internal use. Both documents are reviewed annually. • The framework provides for the identification, recording, management and reporting of risks. • Risks are escalated in accordance with the policy from Service Teams, through Directorate then CLT Risk Registers. • The Governance, Risk and Best Value Committee scrutinises the top risks on a quarterly basis. • An internal audit of the risk management function was carried out in November 2016. There were no 'high' findings. All actions identified are scheduled for closure within the agreed timelines. • The Annual Audit Report 2016-17 from Scott Moncrieff noted "Overall, we were satisfied that risk management arrangements appear to be embedded across the organisation".	3	Executive Director of Resources	

| 6.1.3 Ensuring that responsibilities for managing individual risks are clearly allocated | • The Procedure document describes how Risk Owners are identified for each risk.
• Risk Owners ensure the risk is managed, and monitor progress against planned actions.
• The Procedure also describes how Action Owners may be allocated to carry out elements of the response. | 3 | Executive Director of Resources | |

Supporting principle	6.2 Managing performance			
Requirements of the Local Code	Evidence of compliance and links	Score (1-4)	Lead Officer(s)	Improvement Plan
6.2.1 Monitoring service delivery effectively including planning, specification, execution and independent post implementation review	• Service delivery is monitored on a monthly basis by the Senior Management Teams and Corporate Leadership Team. This includes discussing exception reporting where good or poor performance has been identified and actions put in place to address poor performance. • Project/Change delivery is monitored on a monthly basis. The Change Working Group assesses and prioritises new change requests to ensure alignment with the Council strategic priorities. The Change Working Group is made up of representatives of all service areas to ensure a cross-Council joined-up approach. • The Change Board meets every 6 weeks and is made up of the Corporate Leadership Team (CLT). The Change Board is a holistic Council-wide governance and decision making forum to ensure significant change activities are visible, prioritised, suitably resourced and scheduled to deliver the strategic objectives of the organisation. • The Council is enhancing its change management and portfolio governance process to ensure consistent standards, documentation and processes. The monitoring of the end-to-end change lifecycle (Idea, Initiation, Planning, Pipeline, Delivery & Close) will ensure robust delivery and governance of change initiatives. Both individual project Boards and the Change Board will continuously challenge the benefits of the initiatives and ensure delivery remains on track. • Post-project implementation is a key part of the cycle and will include a project closure report, ongoing benefits tracking and lessons learnt.	3	Head of Strategy and Insight	The Council Change Strategic and Portfolio will be regularly reviewed to ensure delivering both Council strategic objectives and service priorities. The overall change management process is aligned with the Business Plan and Budget planning cycles.
6.2.2 Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and	• Councillors' Code of Conduct – Standards Commission (December 2010) • Code of Conduct for Council Employees (August 2012) • Member/Officer Protocol (August 2016) • Committee Terms of Reference and Delegated Functions (June 2016 reviewed June 2017) • Scheme of Delegation to Officers (February 2016 reviewed June 2017)	3	Head of Strategy and Insight	The Council Business Plan 2017-2022 defines the journey of change the Council needs to make over the

environmental position and outlook	• All Council and Committee reports and decisions are recorded and are available on the CEC web site via Council papers online (since May 2003). • Corporate Leadership Team risks are subject to review and scrutiny at the Governance Risk and Best Value Committee (March 2017). • Each directorates risk registers is considered by the relevant Executive Committee. • Contract Standing Orders (June 2017) • Any decisions that are taken by officers under urgency provision require a report to the next committee detailing the decision taken and the reasons. • Copies of agendas, minutes and reports for all Council and committee meetings held by Edinburgh City Archives. • Members have the opportunity to challenge officers submitting reports. • Enhanced committee reporting following the Review of Political Management Arrangements and reports include links to related commitments. • CEC reports have sections for consultation and engagement, finance, risks, sustainability and equalities impact. • Enhanced financial impact reporting arrangements are in place and embedded in the financial regulations. • Webcasting of Council and the major committee meetings – webcasts available for 5 years online and then by request via the Council archive.		next four years. It describes the integrated planning framework that is built from an understanding and a vision of the pressures the Council is likely to face in the next few years. It points out significant challenges as well as policy changes to the organisations financial, social and environmental position and outlook. The Council Business plan will be reviewed annually in line with budget planning cycles.
6.2.3 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 (Or, for a committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making	• Committees have the authority to refer reports to other Committees for specific review and scrutiny. For example, the Treasury Management report was considered by Finance and Resources (3 November 2016), Council (24 November 2016) and Governance, Risk and Best Value Committee (22 December 2016). • A significant addition to the remit of the executive committees is strategic development. This allows the Local Development Plan and the corporate infrastructure investment programme that comes out of it, to be aligned with housing and economic policies. • There is also additional scrutiny of health and social care issues, recognising the Integration Joint Board's role but also the duties and responsibilities of the Council. • The Governance, Risk and Best Value Committee retained its current cross cutting scrutiny remit within the model and also takes the lead role as the Council's main scrutiny panel.	3	Head of Strategy and Insight	A streamlined executive committee model based on the political balance of the Council was agreed in June 2017. This is a reduction of eight to six executive committees but also changed many of the remits to ensure a more balanced structure.

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<a>Accounts Commission Best Value Audit Report stated that the Governance, Risk and Best Value Committee 'provides effective scrutiny of the Council's operations and performance.'
Convener of the Governance, Risk and Best Value Committee is a senior opposition member. Both the Chief Executive and the Executive Director of Resources attend meetings in person, supported by other members of the Corporate Leadership Team. The Committee has the ability to review any of the Council's activities, to require action or further reports, and to call witnesses to support its debate.
Where a decision is taken at the Executive Committees, Governance, Risk & Best Value Committee or the Regulatory Committee, not less than one quarter of the members present may ask for it to be passed to Council as a recommendation.
Governance, Risk & Best Value Committee can invite Conveners or Vice-Conveners to attend committee, and where appropriate, to question and hold them to account on the operational or financial performance of any service area falling within their remit.
The Council has responded to external scrutiny, in the form of external audit and inspection reports, with improvement plans which are reported to the appropriate committees.

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<td>These committees ensure that there is significant business at all committees to ensure a joined-up approach to Council services, allowing sufficient focus and time to the business of the committee.</td>
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<td>6.2.4 Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement</td>
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Development of the outcome-based Performance Framework, linking analysis of council performance directly to Directorate Plans.
Council performance framework is aligned to the five strategic aims and twenty outcomes from the Council Business Plan. Progress towards outcome achievement is discussed monthly by the Senior Managers and Corporate Leadership Team and <u>annually by the Council</u>. This is done through performance dashboards developed as part of the performance framework. These dashboards incorporate indicators around quality of service, customer perceptions and service response rates. Data for the framework and dashboards is collated centrally using the Cognos performance management system. Directorates (i.e. Resources and Communities and Families) discuss performance monthly using other systems to ensure areas for improvement are identified and service quality is strengthen.
A <u>Performance Dictionary</u> has been developed to provide a brief description and purpose of the City of Edinburgh Council's key performance indicators.
There are detailed arrangements in place for <u>Community Plan reporting</u> every six months to show progress against delivery of the four community planning outcomes.
The Council monitors <u>complaints</u> every quarter to provide assurance, to deliver continuous improvement and to assist in benchmarking between local authorities. Reporting of complaints is a statutory requirement and is monitored by Audit Scotland in conjunction with the Scottish Public Services Ombudsman (SPSO) and in line with Best Value.

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| 6.2.5 Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (eg financial statements) | • Council Performance Reports provide a balanced view of the council's progress including information on successes, challenges and areas for improvements for operational, perception as well as financial indicators.
• The Council's revenue monitoring process has in recent years placed greater emphasis on the monitoring and subsequent delivery of approved budget savings, with progress reported on a quarterly basis to the Finance and Resources Committee and relevant Executive Committees. This enhanced scrutiny at the development, implementation and delivery stages has seen a marked increase in the proportion of approved savings subsequently achieved, with 88% achieved in both 2015/16 and 2016/17. A number of improvements have also been made to the capital monitoring process, providing a detailed commentary on the principal reasons for any variation from budget and applying any lessons learned to subsequent capital programme development and delivery.
• As part of the Council's Annual Audit Report for 2016/17, however, it has been agreed that greater transparency could be introduced within this process and a best-practice review will therefore be undertaken with a view to introducing further improvements to increase the consistency and effectiveness of post-implementation assessment. Opportunities will also be examined to provide additional coverage within the management commentary contained within the Council's Annual Accounts. | 3 | Executive Director of Resources

Head of Strategy and Insight | Opportunities to improve further the clarity and transparency of existing financial reporting will be actively considered with a view to phased implementation of any resulting changes, beginning with the third quarter's in-year revenue monitoring report to be considered by the Finance and Resources Committee in January 2018.

Opportunities to improve financial reporting and scrutiny of some areas of transformational activity, particularly within Health and Social Care, will also be examined within these timeframes. |

Supporting principle	**6.3 Robust internal control**			
Requirements of the Local Code	**Evidence of compliance and links**	**Score (1-4)**	**Lead Officer(s)**	**Improvement Plan**
6.3.1 Aligning the risk management strategy and policies on internal control with achieving objectives	• The Enterprise Risk Management Policy describes how risk management aligns with the achievement of objectives, while the Risk Management Procedure describes how the policy is carried out in practice.	2	Executive Director of Resources	Enterprise Risk Management (ERM) aims to align risk management with the organisation's

			achievement of objectives. The Council's risk management framework seeks to align with ISO31000:2009, the international standard for risk management, where possible. This will be reviewed following publication of the next revision of the ISO, expected late 2017 or early 2018. The CLT Risk Register will include explicit links between risks and Council Commitments. Explicit reference to be included in the next revision of the Enterprise Risk Management Policy and the Risk Management Procedure.
6.3.2 Evaluating and monitoring risk management and internal control on a regular basis	• Assurance on the adequacy and effectiveness of controls in place to mitigate the most significant risks faced by the Council is delivered via completion of the annual Internal Audit Plan. The 2017/18 plan can be located at: Internal Audit Annual Plan 2017 / 18 • An Internal Audit report is produced at the end of each audit which details the controls weaknesses identified and the associated residual risks. Actions are agreed with Service Area Management to ensure that these weaknesses are remediated, and implementation dates for completion of management actions are agreed. • Implementation progress is monitored and the actions implemented verified prior to closing Audit recommendations.	3	Executive Director of Resources

	• Overdue recommendations are reported monthly to the Corporate Leadership Team (CLT) and quarterly to the Council's Governance, Risk and Best Value Committee. The latest report provided to the Governance, Risk and Best Value Committee can be found at: Latest GRBV Report 26 September 2017 • An internal audit of the risk management function was carried out in November 2016. There were no 'high' findings. All actions identified are scheduled for closure within the agreed timelines. • The Annual Audit Report 2016-17 from Scott Moncrieff noted "Overall, we were satisfied that risk management arrangements appear to be embedded across the organisation".			
6.3.3 Ensuring effective counter fraud and anti-corruption arrangements are in place	• Wide range of internal and external counter fraud activities, including Council Tax, Benefits, parking, school placement and national fraud initiative work • Annual report to Executive Committees detailing activities. • Member/Officer Protocol (December 2014) • Councillors' Code of Conduct – Standards Commission (December 2010) • Anti-bribery policy • Published Register of Elected Members' Interests and Expenses. • Policy on Fraud Prevention • Anti-bribery Policy and Fraud Prevention Policy are essential learning for all Council employees, elearning modules available • The Council's Monitoring Officer will investigate serious allegations of fraud or corruption and report findings and recommendations to full Council. • Counter fraud team continue to focus on external/customer fraud and work in tandem with Internal Audit, whose focus is detecting and preventing potential fraudulent activities by Council staff. Both areas are responsible for liaising with Council services to raise awareness of appropriate fraud prevention controls and counter measures.	3	Executive Director of Resources Head of Strategy and Insight	Counter fraud team continue to focus on external/customer fraud and work in tandem with Internal Audit, whose focus is detecting and preventing potential fraudulent activities by Council staff. Both areas are responsible for liaising with Council services to raise awareness of appropriate fraud prevention controls and counter measures.
6.3.4 Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor	• The internal audit plan is driven by The City of Edinburgh Council's organisational objectives and priorities, and the risks that may prevent the City of Edinburgh Council from meeting those objectives. • The Governance, Risk and Best Value (GRBV) Committee's remit includes agreeing internal audit plans and ensuring internal audit work is properly planned with due regard to risk, materiality and coverage (March 2017). • The annual Internal Audit plan is risk based. Where the risks associated with the Council's governance and risk management frameworks are assessed as being inherently high or medium, specific governance or risk management reviews will be included in the annual plan. • The work of Internal Audit informs the annual Governance Statement.	3	Executive Director of Resources Head of Strategy and Insight	

	• The Council's risk management framework was last reviewed in 2016/17.
	• The 2017/18 audit plan includes the following governance related audits: Record Management; Information Governance; and 5 Major Project Assurance reviews. The full Internal Audit 2017/18 plan is located at <u>Internal Audit Annual Plan 2017 / 18</u>.
	• Where risk management and / or governance frameworks are considered as either high or medium risk in the context of individual audit reviews, these areas will be included in scope.
	• The annual Internal Audit plan is risk based. Where the risks associated with the Council's governance and risk management frameworks are assessed as being inherently high or medium, specific governance or risk management reviews will be included in the annual plan.
	• The Councils Annual Assurance Exercise applied to Council Directorates is also extended to Council Companies and Joint Boards in tailored form. They are asked to self-assess their compliance with a wide range of controls, standard and legislation including:
	    - Corporate Governance
	    - Internal Control Environment, Risk and Resilience
	    - Performance and improvement
	    - Policy and regulatory requirements
	    - Financial Control
	    - National Agency Inspection Reports (where applicable)
	    - Internal Audit, External Audit and Review Reports
	Each are is signed off by the responsible Director or Officer and are incorporated within the Annual Governance Statement which is reported to Full Council (<u>29 June 2017</u>).			

6.3.5 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	• Governance, Risk and Best Value Committee established to take the lead role as the Council's main scrutiny panel. • Accounts Commission Best Value Audit Report stated that the Governance, Risk and Best Value Committee 'provides effective scrutiny of the Council's operations and performance.' • Convener of the Governance, Risk and Best Value Committee is a senior opposition member. Both the Chief Executive and the Executive Director of Resources attend meetings in person, supported by other members of the Corporate Leadership Team. • The Committee has the ability to review any of the Council's activities, to require action or further reports, and to call witnesses to support its debate. • The Council has responded to external scrutiny, in the form of external audit and inspection reports, with improvement plans which are reported to the appropriate committees.	3	Head of Strategy and Insight	
Supporting principle	**6.4 Managing data**			

Requirements of the Local Code	Evidence of compliance and links	Score (1-4)	Lead Officer(s)	Improvement Plan
6.4.1 Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data.	• The Council's Information Governance Policies set out the Council's approach to the collection, storage, use, sharing and security of information, including employee roles and responsibilities. Policies are supported by an information governance framework consisting of detailed guidance, procedures and mandatory training for all employees. The framework is promoted through an annual communications plan which includes various awareness raising initiatives and training events. • The Code of Conduct policy gives clear guidance for employees in the use of Council Assets, Systems and Information. • Policy on Fraud Prevention aims to uphold the highest standard of conduct and ethics in all areas of the Council's work. • The ICT acceptable use policy gives clear guidance on effective use of technology, providing opportunities to communicate and interact internally, with partners and with the public. The Policy outlines the standards of conduct that are required of you when using all electronic communications and systems. • The ICT acceptable use policy gives clear guidance on effective use of technology, providing opportunities to communicate with partners	3	Head of Strategy and Insight	
6.4.2 Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies	• The Council's Information Governance Policies set out the Council's approach to the collection, storage, use, sharing and security of information, including employee roles and responsibilities. Policies are supported by an information governance framework consisting of detailed guidance, procedures and mandatory training for all employees. The framework is promoted through an annual communications plan which includes various awareness raising initiatives and training events. • The ICT acceptable use policy gives clear guidance on effective use of technology, providing opportunities to communicate with partners.	3	Head of Strategy and Insight	
6.4.3 Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring	• Senior Management Teams regularly monitor performance of their services as part of the Council's Performance Framework. A key element of this involves senior officers analysing the performance data in advance of the performance discussion to identify areas of good practice and areas for improvement. The quality and accuracy of the data is assessed at this point to ensure that the performance information is robust. • Data quality is also reviewed and audited as part of statutory returns (for example Local Government Benchmarking Framework, Children's Social Work Services returns) to ensure performance information is robust and accurate. • Established management information data and reporting supports service managers with their operational decision making and allows for comparisons and trends over time to be analysed with confidence.	3	Head of Strategy and Insight	The Council and its ICT partner (CGI) are currently developing an Information Strategy which will identify improvements, key priorities and recommend solutions. This Strategy will be presented to Committee late 2018.

Supporting principle	6.5 Strong public financial management			
Requirements of the Local Code	**Evidence of compliance and links**	**Score (1-4)**	**Lead Officer(s)**	**Improvement Plan**
6.5.1 Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance	• The Council Performance Framework forms part of the annual budget setting process to ensure the Council aligns its performance and planning with its budgets. This also provides an annual opportunity to review and refine the approach to performance management. • The Council's Financial Regulations set out the responsibilities of Executive Directors in managing their respective budgets within approved levels. To this end, Finance staff work closely with service managers in supporting the development and delivery of robust savings measures, as well as providing timely advice facilitating the management of risks and pressures and, where necessary, highlighting issues where a service- or Council-wide response may be required. • Given the constraints under which all service areas are necessarily working, the role of Finance staff continues to combine the functions of support and challenge, with an increasing emphasis upon informing decisions about the relative prioritisation afforded to services as a route towards longer-term sustainability. • Within the constraint of limited resource availability, as noted in a number of previous sections, the Council's medium-term financial strategy and budget framework seek to strike an appropriate balance between reflecting the Council's commitments whilst maximising the availability and proactive use of resources to support delivery of key outcomes, acknowledging the risks to which the Council is exposed and its maturity in addressing these risks.	3	Executive Director of Resources Head of Strategy and Insight	
6.5.2 Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls	• Technical and more general management training has been delivered to all professional accountancy staff for onward dissemination of the principles of good financial management throughout the organisation. Principal Accountants attend service senior management team meetings and the Finance function is represented on the boards of all of the main transformational projects, as well as project assurance reviews. • The Council has a comprehensive system of <u>revenue</u> and <u>capital</u> monitoring in place and the summarised position is regularly considered at Service Management Teams and the Corporate Leadership Team. The focus of this monitoring has been realigned more specifically towards high-risk, material and/or more volatile areas, allowing available staffing resource to support a range of key initiatives within the Council. • The Council's <u>internal control framework</u> was examined as part of the 2016/17 Annual Audit process and assessed to be well-designed and effective in supporting the Council's wider governance framework. • As part of the wider new elected member induction process, the Finance function has supported improving the financial literacy of members through the provision of dedicated, well-attended sessions on financial statements, financial	3	Executive Director of Resources	Review arrangements for project inception, development and delivery stages to ensure projects are prioritised, co-ordinated and aligned to on-going delivery of the Council's priority outcomes. Introduce additional CLT and elected member scrutiny of progress in delivery of key

	planning and treasury management. Officers are also assigned to work with each political group in developing its budget proposals and advising on wider financial matters.			transformational workstreams, particularly in Health and Social Care, Property and Customer. Target date – February 2018

Principle 7	Implementing good practices in transparency, reporting, and audit to deliver effective accountability			
Supporting principle	**7.1 Implementing good practice in transparency**			
Requirements of the local Code	**Evidence of compliance and links**	**Score (1-4)**	**Lead Officer(s)**	**Improvement Plan**
7.1.1 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	• All Council and Committee reports and decisions are recorded and are available on the CEC web site via Council papers online (since May 2003). • The Council meets all obligations outlined in the Local Government (Access to Information Act) 1985. • Training on the Access to Information Act is provided for key officers and elected members as part of the Governance Framework Training Session. • Webcasting of Council and the major committee meetings – webcasts available for 5 years online and then by request via the Council archive. • New report templates and guidance are routinely introduced, the latest of which was in September 2017. This is available on the Orb. • The Council's Strategy and Performance website provides an overview of all Council strategies and reports against progress and performance. The website includes council wide performance reports as well as financial and benchmarking information. • Annual publication of progress reports against the Council's outcome based Performance Framework and public scrutiny by elected members. Includes information against indicators of service quality and customer satisfaction. This report also includes annual analysis of performance against National Benchmark Indicators recommended by SOLACE and the Improvement Service. • Edinburgh by Numbers is an infographic report with collection of city facts and figures for people who do business here. The publication is now led by Strategy & Insight rather than Economic Development and includes indicators not published in the document before.	3	Head of Strategy and Insight	

Requirements of the local Code	Evidence of compliance and links	Score (1-4)	Lead Officer(s)	Improvement Plan
	• Annual publication of performance against Community Plan indicators and targets. • Various thematic reports e.g. on Educational Attainment are available to access online.			
7.1.2 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	• The Council meets all obligations outlined in the Local Government (Access to Information Act) 1985. • Council minutes are concise and provide all necessary information as required by the Local Government (Scotland) Act 1973. • Committee report template and guidance stresses the importance of using plain English and includes standard sections including an executive summary. • The Council publishes performance regularly to inform our customers and stakeholders about progress towards delivery of strategic aims and outcomes. This demonstrates our ability to be transparent and accountable and our commitment to seeking continuous improvement.	3	Head of Strategy and Insight	

Supporting principle	7.2 Implementing good practices in reporting			
Requirements of the local Code	**Evidence of compliance and links**	**Score (1-4)**	**Lead Officer(s)**	**Improvement Plan**
7.2.1 Reporting at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way	• All Council and Committee reports and decisions are recorded and are available on the CEC web site via Council papers online (since May 2003). • The Council meets all obligations outlined with the Local Government (Access to Information Act) 1985. • Annual publication of progress reports against the Council's outcome based Performance Framework and public scrutiny by elected members. Includes information against indicators of service quality and customer satisfaction. This report also includes annual analysis of performance against National Benchmark Indicators recommended by SOLACE and the Improvement Service. • Annual publication of performance against Community Plan indicators and targets. • Annual performance report on the Integration Joint Board (IJB) including 23 National Indicators and progress report of its strategic direction to IJB and Council. • Annual submission to Local Government Benchmarking Framework on various performance indicators including indicators relating to value for money and stewardship of resources. • Annual submission to Scottish Public Services Ombudsman of Council complaints. • Various thematic annual submissions to stakeholders e.g. Education returns, Scottish Social Housing Charter Indicators, financial submission to Scottish Government etc. • Results of Edinburgh People Survey are reported and acted upon.	3	Head of Strategy and Insight	

7.2.2 Ensuring members and senior management own the results report	• Monthly performance discussion within service areas on operational performance. • Monthly CLT performance meeting discussing service level performance with exception reporting. Senior Managers accountable for their area performance providing comments for indicators along with service improvements. • Annual reporting to elected members on the performance framework shows a number of areas where good progress has been made and highlights areas for improvement. This report is presented to Council following the monthly CLT/SMT meetings. • Six monthly reporting to elected members on coalition pledges to give Council Leaders/Conveners opportunity to discuss the progress in achieving pledges milestones and performance measures.	3	Head of Strategy and Insight	
7.2.3 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)	• All Council and Committee reports and decisions are recorded and are available on the CEC web site via Council papers online (since May 2003). • The Council meets all obligations outlined with the Local Government (Access to Information Act) 1985. • The self-assessment is scheduled to be reported to the Governance, Risk and Best Value Committee on (28 November 2017).	3	Head of Strategy and Insight	

7.2.4 Ensuring that this Framework is applied to jointly managed or shared service organisations as appropriate	The Councils Annual Assurance Exercise applied to Council Directorates is also extended to Council Companies and Joint Boards in tailored form. They are asked to self-assess their compliance with a wide range of controls, standards and legislation including:
	   - Corporate Governance
	   - Internal Control Environment, Risk and Resilience
	   - Performance and improvement
	   - Policy and regulatory requirements
	   - Financial Control
	   - National Agency Inspection Reports (where applicable)
	   - Internal Audit, External Audit and Review Reports
	Each is signed off by the responsible Director or Officer and are incorporated within the Annual Governance Statement which is reported to Full Council (29 June 2017).
		3	Head of Strategy and Insight	

7.2.5 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	• The Council participates in the Local Government Benchmarking Framework and contributes to the annual analysis of performance against National Benchmark indicators recommended by SOLACE and the Improvement Service. It also participates in learning events organised by LGBF where all 32 Local Authorities discuss performance around operational and financial and share best practice. Local Government Benchmarking Framework published 2015/16 data in March 2017 with improvement plans for all themes.	3	Head of Strategy and Insight Executive Director of Resources	

	• Within the limitations of reporting timescales, the Management Commentary within the Annual Accounts includes coverage of Council-wide performance reporting. The Council also actively participates in the Local Government Benchmarking Framework (LGBF) and other similar networks and considers all opportunities for improvement highlighted through these initiatives. • While further integration of financial and performance information remains a focus of improvement, revenue monitoring reports to Executive Committees, where applicable, set out financial considerations within the context of wider performance issues. Proposals brought forward as part of the budget development process similarly highlight potential service performance and/or accessibility considerations and, where applicable, proposed mitigating actions.			

Supporting principle	7.3 Assurance and effective accountability			
Requirements of the local Code	**Evidence of compliance and links**	**Score (1-4)**	**Lead Officer(s)**	**Improvement Plan**
7.3.1 Ensuring that recommendations for corrective action made by external audit are acted upon	Implementation of audit recommendations, for example Annual Audit Report, External Audit Review of Internal Financial Controls and Scottish Housing Regulator (SHR), are monitored with validation performed to confirm that controls gaps have been addressed prior to closure. All overdue recommendations (those that have not achieved their initial implementation date) are reported to the Council's Corporate Leadership Team and to the Governance, Risk and Best Value Committee as appropriate.	3	Head of Strategy and Insight	
7.3.2 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	• Audit applies a standard methodology to all work performed that is aligned with the requirements of the Public Sector Internal Audit Standards (PSIAS). These can be found at Public Sector Internal Audit Standards. • We also perform an internal quality assurance exercise and are subject to an independent quality assurance check (performed every three years) by another local authority. We also apply key performance indicators, and progress against these is reported to the Governance, Risk ad Best Valued Committee twice per year (refer Quarterly Update report 1 July - 30 Sept 2016 includes KPIs.) These measures ensure the ongoing quality and effectiveness of Internal Audit. • Internal Audit has an independent reporting line to the Governance, Risk and Best Value Committee. The Chief Internal Auditor meets with the convenor and co-convenor of the committee at least quarterly, and more frequently if required. • Implementation of audit recommendations is monitored with validation performed to confirm that controls gaps have been addressed prior to closure. All overdue recommendations (those that have not achieved their initial implementation date) are reported monthly to the Council's Corporate Leadership Team and quarterly to the Governance, Risk and Best Value	3	Head of Strategy and Insight Executive Director of Resources	

	Committee. The latest report is located at <u>Latest GRBV Report 26 September 2017</u>			
7.3.3 Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations	• Coverage and assessment of these areas forms an integral part of the annual assurance exercise in preparation for the writing of the Annual Governance Statement – <u>June 2017</u>. • The Council's Strategy & Insight service along with Finance lead on the Annual Audit report of Council services to support statutory duties and use external scrutiny to ensure services benchmark with their peers. The Audit Report is scrutinised by the Governance, Risk and Best Value Committee and an improvement plan is developed to ensure actions identified in the report are act on. • Local area network (LAN), comprising representatives of all the scrutiny bodies who engage with the councils, draws scrutiny activity for each council in Scotland. Edinburgh is part of the scrutiny activity which is based on the shared risk assessment. Improvement actions for each inspection are being implemented are reported regularly to senior managers and relevant Committees.	3	Head of Strategy and Insight Executive Director of Resources	Progress report on the Audit actions will be presented to the Governance, Risk and Best Value Committee in January 2018.

7.3.4 Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement	• Council companies' hub established in June 2016 to improve the officer scrutiny of Council companies. It clarifies roles and responsibilities, good governance, elected members duties as councillors and the mitigation of conflicts of interest.
	• Stakeholder agreement
	• Coverage and assessment of these areas forms an integral part of the annual assurance exercise in preparation for the writing of the Annual Governance Statement – June 2017.
	• Annual performance report submitted by Council Companies to the responsible Executive Committee.
	• The Councils Annual Assurance Exercise applied to Council Directorates is also extended to Council Companies and Joint Boards in tailored form. They are asked to self-assess their compliance with a wide range of controls, standard and legislation including:
	    - Corporate Governance
	    - Internal Control Environment, Risk and Resilience
	    - Performance and improvement
	    - Policy and regulatory requirements
	    - Financial Control
	    - National Agency Inspection Reports (where applicable)
	    - Internal Audit, External Audit and Review Reports
	Each are is signed off by the responsible Director or Officer and are incorporated within the Annual Governance Statement which is reported to Full Council (29 June 2017).
		3	Head of Strategy and Insight	

7.3.5 Ensuring that when working in partnership,	• Council companies' hub established in June 2016 to improve the officer scrutiny of Council companies. It clarifies roles and responsibilities, good	3	Head of Strategy and Insight	The new Community Plan is

| arrangements for accountability are clear and the need for wider public accountability has been recognised and met | governance, elected members duties as councillors and the mitigation of conflicts of interest.
• Stakeholder agreement
• Annual performance report submitted by Council Companies to the responsible Executive Committee.
• Neighbourhood Partnership, partnership working at Committee but decisions are delegated as per the requirements of the Local Government (Scotland) Act 1973 to the Neighbourhood Partnership Manager.
• Neighbourhood Partnerships are Advisory Committees of the Council. They are governed by a constitution approved by Council at the time of establishment and a Neighbourhood Partnership Charter, refreshed as part of a review carried out in 2013. Guidance is provided for members through a Neighbourhood Partnership Handbook and through development activity, such as the Development and Support Programme provided for community councils.
• The EP Board is not an incorporated body. The Edinburgh Partnership (EP) agreed new governance Protocols in September 2014. The partnership operates in a spirit of mutual respect and partnership working. Each member has equal standing. On the 18 June 2015, the Board discussed its risk exposure and an approach to risk management in the context of the new Community Plan. The EP Community Plan 2015-18 includes 12 strategic priorities that have been agreed on the basis of resourced commitments made by community planning partners, Strategic (Delivery) Partnerships, and Advisory Groups.
• The Community Empowerment (Scotland) Act received Royal Assent on in 2015 and sets out duties for public bodies in relation to community planning. | | | currently being developed and will be presented to the Edinburgh Partnership Board in Spring 2018. |