

Governance, Risk and Best Value Committee

10.00am, Tuesday, 18 February 2020

Annual Assurance Schedule – Chief Executive - Strategy and Communications

Executive/routine
Wards
Council Commitments

1. Recommendations

1.1 To note the annual assurance schedule.

Andrew Kerr

Chief Executive

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Report

Annual Assurance Schedule – Chief Executive - Strategy and Communications

2. Executive Summary

- 2.1 The purpose of this report is to present the Annual Assurance Schedule from the Head of Strategy and Communications to the Governance, Risk and Best Value Committee for scrutiny and to note that an action plan will be developed in response to areas where controls need to be enhanced

3. Background

- 3.1 Each year the City of Edinburgh Council requires that the Executive Directors complete Certificates of Assurance that represent their view of the effectiveness and appropriateness of controls in their areas of responsibility. These Certificates support the writing of the Annual Governance Statement which is a component part of the authority's Statement of Accounts.
- 3.2 An Assurance Schedule, to help prompt Executive Directors and relevant Heads of Service to consider various aspects of their control environment, is circulated in advance of Certificates.
- 3.3 A review of the process was undertaken by Strategy and Communications in response to feedback received in relation to last year's exercise resulting in the implementation of a 'comply or explain' model. The format and design of documentation was also updated to reduce manual administration and implement auto-population of improvement actions. This is designed to help officers to use improvement actions to inform the corporate governance framework self-assessment exercise. The process will continue to be reviewed in line with feedback.

4. Main report

- 4.1 The Strategy and Communications Assurance schedule (appendix 1) was completed and returned to the Democracy, Governance and Resilience Team, after which a Certificate of Assurance was issued. This informed the drafting of the

Annual Governance Statement, submitted to Council as part of the Unaudited Annual Accounts for 2018/19.

- 4.2 The Certificates of Assurance require Heads of Service and their Executive Directors to confirm that:
 - 4.2.1 They have considered the effectiveness of controls in their service area/directorate, including controls in place to mitigate major risks to their division/directorate's objectives.
 - 4.2.2 To the best of their knowledge, appropriate controls are in operation upon which they can place reasonable assurance and that there are no significant matters arising that should be raised specifically in the Annual Governance Statement (or otherwise); and
 - 4.2.3 They have identified actions, where appropriate that will be taken to continue improvement.
- 4.3 The schedule is completed by the relevant Executive Director or Head of Service.
- 4.4 Before signing their Certificate of Assurance, the Executive Director or Head of Service should ensure that the schedule has been completed accurately.
- 4.5 An overview of the Strategy and Communications Division is attached at appendix two. This ensures that the assurance statement can be considered relative to the overall responsibilities, functions, budgets and staffing levels for the Directorate.

5. Next Steps

- 5.1 Actions in the schedule are taken forward by the division's senior management team.

6. Financial impact

- 6.1 The annual assurance process and production of the annual governance statement is contained within the relevant budget.

7. Stakeholder/Community Impact

- 7.1 The annual assurance schedule exercise is a corporate activity concerned with internal controls and does not require consultation or external engagement.
- 7.2 The Annual Assurance Schedule template was drafted using input from the Council's subject matter experts. This included contributions from Resilience, Internal Audit, Health and Safety, Governance, Legal Services, Financial Services and Human Resources.

8. Background reading/external references

- 8.1 The City of Edinburgh Council – 27 June 2019 – [2018/19 Annual Audit Report to the Council and the Controller of Audit \(Audited Annual Accounts ISA260\)](#)


9. Appendices

Appendix 1 - Strategy and Communications Assurance schedule

Appendix 2 - Overview of the Strategy and Communications Division

Head of Service's Schedule of Assurance for the Annual Governance Statement

For the year ending 31 March 2019

Service Area	Strategy and Communications				
Completed by	Andy Nichol	Job title	Programme Manager	Date completed	
Signed off by		Job title	Head of Strategy and Communications		
Print name of signatory	Laurence Rockey	Date of signature			

Reviewed by		Role	Democracy, Governance and Resilience Senior Manager	Date	
Issued to Internal Auditor		Date			

Introduction

The Statement of Accounts 2018/2019 includes the Annual Governance Statement signed by the Council Leader, the Chief Executive and the Head of Finance. The Annual Governance Statement is supported by Certificates of Assurance from each of the Executive Directors.

Before signing the Certificate of Assurance Executive Directors should ensure that this schedule has been completed accurately. The Certificates of Assurance require Executive Directors to confirm that:

1. they have considered the effectiveness of controls in their directorates, including controls in place to mitigate major risks to their directorate's objectives;
2. to the best of their knowledge, appropriate controls are in operation upon which they can place reasonable assurance and that there are no significant matters arising that should be raised specifically in the Annual Governance Statement (or otherwise); and
3. they have identified actions that will be taken to continue improvement.

Executive Directors seek assurance through issue of this schedule to their Heads of Service to satisfy themselves that effective controls are in place across all of their service areas. Completing this schedule helps prompt Heads of Service to consider various aspects of their control environment and will inform the Executive Director's assessment of compliance (suggested managers to provide information and/or responses are highlighted below).

This schedule should be used as a prompt to think about good governance and the internal control environment and is not an exhaustive list.

Section	Requirements	Supporting officers
Section 1	Internal Control Environment	Head of Service
Section 2	Risk and Resilience	Directorate/Service Area Risk Committee Representative/Resilience Co-ordinator
Section 3	Workforce Controls	Head of Service
Section 4	Council Companies	Senior Relationship Lead / Company Observer(s)
Section 5	Policy	Head of Service
Section 6	Governance and Compliance	Head of Service
Section 7	Information Governance	Directorate/Service Area Record Officers
Section 8	Health & Safety	SMT Health & Safety Lead
Section 9	Performance	Head of Service
Section 10	Commercial and Contract Management	Head of Service
Section 11	Change and Projects	Head of Service
Section 12	Financial Control	Service Area Financial Manager or Representative
Section 13	Group Accounts	RESOURCES only
Section 14	National Agency Inspection Reports	Head of Service
Section 15	Internal Audit, External Audit & Review Reg	Head of Service
Section 16	Progress	Head of Service

Guidance on completing the Schedule		
The schedule should be completed by the Head of Service or by a nominated senior manager.		
Step 1: Please address each statement in the "Assurance Statements" tab. The options for the response are included as a drop down. Please note this submission covers the		
Step 2: Where a "Partially Compliant" or "Not Compliant" response is given, a clear explanation should be completed in the free text explanation cell to the right. There is no		
Step 3: On the "Improvement Plan" tab please provide the details for each "Action Owner" and "Action Deadline" where "Improvement Actions" have auto-populated from the		
For further information or assistance please contact:		
	Gavin King	Laura Callender
	Democracy, Governance and Resilience Senior Manager	Governance Manager
	Strategy & Communications	Strategy & Communications
	529 4239 or gavin.king@edinburgh.gov.uk	529 3655 or laura.callender@edinburgh.gov.uk
Internal Control Environment		
1	Explanation	
1.1	Please explain why your service area is not fully compliant.	
Corporate Governance Framework	6.2.1 Ensuring that risk management and internal control strategies, policies and arrangements are aligned with achieving objectives and evaluated on a regular basis.	
	6.2.2 Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by	
1.2	Please explain why your service area is not fully compliant.	
Corporate Governance Framework	7.3.1 Ensuring that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met.	
	7.3.2 Ensuring that internal and external audit arrangements provide assurance on governance arrangements and risks from 3rd party service delivery and	
1.3	1. Please explain why reviews are not undertaken or were not effective and what needs to be done to rectify this.	
Corporate Governance Framework	6.2.1 Ensuring that risk management and internal control strategies, policies and arrangements are aligned with achieving objectives and evaluated on a regular basis.	
	6.2.2 Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by	
1.4	Please detail any problems that have been identified and could have an impact on the Annual or Group Accounts.	
Corporate Governance Framework	4.2.1 Establishing and implementing robust planning and control cycles that take into account stakeholder input, risks and are adaptable to changing circumstance.	
	4.2.2 Establishing effective KPIs and capacity to generate performance information that allows for the quality of services and projects to be	
Risk and Resilience		
2	Explanation	
2.1	Please explain why your risk management arrangements do not identify all of the key risks to your service area (and the Council) including those arising from	
Corporate Governance Framework	6.2.1 Ensuring that risk management and internal control strategies, policies and arrangements are aligned with achieving objectives and evaluated on a regular basis.	
2.2	Please explain why current controls and procedures do not effectively record and manage the risks identified to a tolerable level and explain why suitable	
Corporate Governance Framework	6.2.1 Ensuring that risk management and internal control strategies, policies and arrangements are aligned with achieving objectives and evaluated on a regular basis.	
2.3	1. Please explain why regular reviews are not undertaken and what needs to be done to rectify this.	
Corporate Governance Framework	6.2.1 Ensuring that risk management and internal control strategies, policies and arrangements are aligned with achieving objectives and evaluated on a regular basis.	
	6.2.2 Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by	
2.4	Please explain why the process(es) for escalation/communication to the relevant Risk Committees are inadequate.	
Corporate Governance Framework	6.2.2 Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor.	
	6.2.3 Ensuring an audit committee or equivalent group/ function, which is independent of the executive and accountable to the governing body: provides a	
2.5	Please explain where your arrangements were inadequate and the instances when they failed to support and promote the relevant policies or procedures to	

Corporate Governance Framework	1.3.1 Demonstrating commitment to adherence to the rule of the law and regulations while ensuring individuals fulfil their responsibilities and optimise available powers to the benefit of all.
	1.3.2 Dealing with breaches, corruption and misuse of power effectively.
2.6	Your resilience and business continuity arrangements should include:
Corporate Governance Framework	6.1.1 Ensuring that risk management is embedded and clearly allocated in decision making throughout the organisation.
	6.2.1 Ensuring that risk management and internal control strategies, policies and arrangements are aligned with achieving objectives and evaluated on a regular basis.
Workforce Controls	
3	Explanation
3.1	Please explain why the arrangements your service area had in place did not ensure your service area's workforce resources were managed properly.
Corporate Governance Framework	6.4.1 Ensuring that financial management is integrated at all levels of planning and control, and supports the achievement of outcomes and short-term financial and operational performance.
3.2	Please explain why your service area's controls failed to effectively manage off-payroll workers/contractors.
Corporate Governance Framework	6.4.1 Ensuring that financial management is integrated at all levels of planning and control, and supports the achievement of outcomes and short-term financial and operational performance.
3.3	Please explain why your service area's recruitment arrangements failed to meet requirements.
Corporate Governance Framework	1.1.2 Ensuring this is reflected in policies and processes that are regularly reviewed and monitored for compliance.
3.4	Please explain why your service area's controls failed to effectively manage new starts, movers and leavers.
Corporate Governance Framework	1.1.2 Ensuring this is reflected in policies and processes that are regularly reviewed and monitored for compliance.
3.5	Please explain why your service area's controls failed to ensure that statutory workforce requirements were met e.g. PVG/disclosure checks, statutory
Corporate Governance Framework	1.3.1 Demonstrating commitment to adherence to the rule of the law and regulations while ensuring individuals fulfil their responsibilities and optimise available powers to the benefit of all.
	5.2.1 Ensuring clarity on roles, responsibilities and expectations for members and officers in terms of relationships and decision making.
3.6	Please explain why your service area's arrangements have failed to effectively manage staff health and wellbeing.
Corporate Governance Framework	5.2.4 Ensuring arrangements are in place to support and maintain the health and wellbeing of the workforce.
3.7	Please explain why the arrangements your service area had in place failed to ensure the effective delivery of staff training and development.
Corporate Governance Framework	5.2.2 Developing the capability of members and officers through the encouragement and provision of appropriate training and continued professional development tailored to their respective roles.
3.8	Please explain why your service area's arrangements failed to support and manage staff performance.
Corporate Governance Framework	5.2.3 Ensuring arrangements are in place to consider leadership effectiveness and staff performance.
3.9	Please explain why your service area's arrangements failed to ensure compliance with the Council's HR Policies and procedures including:
Corporate Governance Framework	1.1.2 Ensuring this is reflected in policies and processes that are regularly reviewed and monitored for compliance.
3.10	Please explain why your service area failed to consult and engage with recognised trade unions on a regular basis.

Corporate Governance Framework	2.2.1 Ensuring effective engagement with clarity of purpose, objectives and intended outcomes.
Council Companies	
4	Explanation
4.1	Please explain why your service area's arrangements failed to effectively provide oversight and monitoring of Council companies.
Corporate Governance Framework	4.2.2 Establishing effective KPIs and capacity to generate performance information that allows for the quality of services and projects to be assessed/measured regularly.
4.2	7.3.1 Ensuring that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised
Corporate Governance Framework	Please explain why appropriate agreements were not in place with the ALEOs you are responsible for.
Corporate Governance Framework	7.3.1 Ensuring that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met.
Policy	7.3.2 Ensuring that internal and external audit arrangements provide assurance on governance arrangements and risks from 3rd party service delivery and
5	Explanation
5.1	Please explain why your service area's arrangements do not ensure staff awareness and understanding.
Corporate Governance Framework	1.1.3 Ensuring the organisation's ethical standards permeate all aspects of the organisation's culture and operation and are reflected in its policies and procedures
5.2	Please explain why your service area's arrangements failed to ensure the annual review of the policies owned by your service area.
Corporate Governance Framework	1.1.2 Ensuring this is reflected in policies and processes that are regularly reviewed and monitored for compliance.
Governance and Compliance	
6	Explanation
6.1	Please explain why your service area's arrangements are not sufficient to ensure compliance with the framework, e.g.
Corporate Governance Framework	5.2.1 Ensuring clarity on roles, responsibilities and expectations for members and officers in terms of relationships and decision making
6.2	6.2.2 Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor.
Corporate Governance Framework	Please explain why your service area was not fully compliant with the relevant Scottish, UK and EU legislation and regulations and any mitigating
Corporate Governance Framework	1.3.1 Demonstrating commitment to adherence to the rule of the law and regulations while ensuring individuals fulfil their responsibilities and optimise available powers to the benefit of all.
Information Governance	1.3.2 Dealing with breaches, corruption and misuse of power effectively.
7	Explanation
7.1	Please explain why your staff were not fully aware of their responsibilities and how this has impacted on compliance.
Corporate Governance Framework	6.3.1 Ensuring that data is properly managed, accurate and of a good quality.
7.2	Please explain why your service area is not fully compliant.
Corporate Governance Framework	6.3.1 Ensuring that data is properly managed, accurate and of a good quality.
Health & Safety	7.3.1 Ensuring that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met.
8	Explanation
8.1	Please explain why your service area's arrangements failed to ensure your staff were (1) fully aware of their H&S responsibilities and (2) trained appropriately.

Corporate Governance Framework	1.1.1 Developing a leadership culture based on values, integrity and public interest that is communicated and understood by all and forms the basis of a framework for decision making and action.
	1.1.2 Ensuring this is reflected in policies and processes that are regularly reviewed and monitored for compliance.
8.2	Please explain how your service area failed to have the necessary H&S controls and procedures in place.
Corporate Governance Framework	5.2.4 Ensuring arrangements are in place to support and maintain the health and wellbeing of the workforce.
8.3	Please explain how your arrangements failed to ensure all applicable H&S laws and regulations were complied with.
Corporate Governance Framework	5.2.4 Ensuring arrangements are in place to support and maintain the health and wellbeing of the workforce.
8.4	Please explain the weaknesses you have identified in the governance and reporting structure for H&S in your service area.
Corporate Governance Framework	5.2.4 Ensuring arrangements are in place to support and maintain the health and wellbeing of the workforce.
Performance	
9	Explanation
9.1	Please explain why the required arrangements were not in place.
Corporate Governance Framework	1.1.3 Ensuring the organisation's ethical standards permeate all aspects of the organisation's culture and operation and are reflected in its policies and procedures.
	4.1.1 Supporting decision makers to take decisions based on objective information and rigorous analysis, whilst considering best value, risk, stakeholder views
9.2	Please explain why the required arrangements were not in place.
Corporate Governance Framework	2.3.2 Developing effective communication methods that encourage, collect and evaluate views and experiences while ensuring inclusivity.
Commercial and Contract Management	
10	Explanation
10.1	Please explain where your service area's procurement activities failed to comply with the Council's Contract Standing Orders.
Corporate Governance Framework	1.2.1 Ensuring the organisation's ethical standards are understood and upheld by external providers of services.
	1.3.1 Demonstrating commitment to adherence to the rule of the law and regulations while ensuring individuals fulfil their responsibilities and optimise available powers to the benefit of all.
Change and Projects	
11	Explanation
11.1	Please explain where your service area failed to have the appropriate arrangements in place for any of it's projects or programmes, including:
Corporate Governance Framework	4.1.1 Supporting decision makers to take decisions based on objective information and rigorous analysis, whilst considering best value, risk, stakeholder views and future impacts.
	4.2.1 Establishing and implementing robust planning and control cycles that take into account stakeholder input, risks and are adaptable to changing
Financial Control	
12	Explanation
12.1	Please explain where your service area's financial controls failed to ensure compliance.
Corporate Governance Framework	6.3.1 Ensuring that data is properly managed, accurate and of a good quality.
	6.4.1 Ensuring that financial management is integrated at all levels of planning and control, and supports the achievement of outcomes and short-term financial and operational performance.
12.2	Please explain (1) why your service area's monitoring arrangements could not be relied upon to identify any problems or variances and, (2) if any, what these
Corporate Governance Framework	4.2.3 Ensuring that budgeting and resource planning is informed by realistic revenue and capital estimates and aims to deliver objectives, strategies and plans in a sustainable manner.

12.3	Please explain (1) why your service area did not to have the required arrangements in place, and (2) the details of any material commitments or contingent
Corporate Governance Framework	4.3.1 Ensuring that the budgeting process and financial strategy are sustainable whilst considering objectives, service priorities, affordability and medium/long-term plans.
12.4	Please explain why your service area did not have the required arrangements in place.
Corporate Governance Framework	6.1.1 Ensuring that risk management is embedded and clearly allocated in decision making throughout the organisation. 6.4.1 Ensuring that financial management is integrated at all levels of planning and control, and supports the achievement of outcomes and short-term financial and operational performance.
12.5	Please explain why your service area did not have the required arrangements in place.
Corporate Governance Framework	6.2.2 Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor.
12.6	Please explain why (1) your service area did not have the required arrangements in place, and (2) if there were any issues that could have affected the Annual
Corporate Governance Framework	6.2.2 Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor.
Group Accounts (Resources only)	
13	Explanation
13.1	Please explain why (1) your service area did not have the required arrangements in place, and (2) if there were any issues that could have affected the Group
Corporate Governance Framework	6.4.1 Ensuring that financial management is integrated at all levels of planning and control, and supports the achievement of outcomes and short-term financial and operational performance.
13.2	Please explain why (1) your service area did not have the required arrangements in place, and (2) if there were any issues that could have affected the Group
Corporate Governance Framework	6.2.1 Ensuring that risk management and internal control strategies, policies and arrangements are aligned with achieving objectives and evaluated on a regular basis.
National Agency Inspection Reports	
14	Explanation
14.1	Please explain why your service area did not have the required arrangements in place and provide detail on any issues that could have an impact on the
Corporate Governance Framework	6.2.3 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; and that its recommendations are listened to and acted upon.
14.2	Please explain why your service area did not have the required arrangements in place.
Corporate Governance Framework	6.2.3 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; and that its recommendations are listened to and acted upon.
Internal Audit, External Audit & Review Reports	
15	Explanation
15.1	Please explain why your service area did not have the required arrangements in place.
Corporate Governance Framework	6.2.2 Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor. 6.2.3 Ensuring an audit committee or equivalent group/ function, which is independent of the executive and accountable to the governing body: provides a
Progress	
16	Explanation
16.1	Please describe and detail any outstanding issues or recommendations.

Corporate Governance Framework	Not Applicable
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Assurance Statement				
Ref	Statement	Response	If no, please explain	Actions to be taken
1	Internal Control Environment	Assessment of compliance	If not fully compliant, please explain	Improvement actions
1.1	I have internal controls and procedures in place throughout my service area that are proportionate, robust, monitored and operate	Compliant		
1.2	I have controls and procedures in place to manage the risks in delivering services through council companies, partners and third parties.	Compliant		
1.3	My internal controls and procedures and their effectiveness are regularly reviewed and the last review did not identify any weaknesses that could have an impact on the Annual Accounts.	Partially compliant	Internal controls and procedures are in place but to ensure that these remain robust in the light of changes in the structure (and also to reflect best practice) a formal review of arrangements should be undertaken.	A formal review of internal controls should be undertaken given changes to the divisional responsibilities.
1.4	The monitoring process applied to funding/operating agreements has not identified any problems that could have an	Compliant		
2	Risk and Resilience	Assessment of compliance	If not fully compliant, please explain	Improvement actions
2.1	I have risk management arrangements in place to identify the key risks to my service area (and	Compliant		
2.2	I have effective controls and procedures in place to record and manage the risks identified above to a tolerable level or actions are put in	Compliant		
2.3	The robustness and effectiveness of my risk management arrangements is regularly reviewed and the last review did not identify	Compliant		
2.4	There is appropriate escalation/communication to the directorate Risk Committee and CLT Risk Committee (as appropriate) of significant	Compliant		
2.5	I have arrangements in place to promote and support the Council's policies and procedures for staff to raise awareness of risk concerns,	Compliant		
2.6	My service area has appropriate resilience arrangements in place and my service area's business continuity plans and arrangements mitigate the business continuity risks facing our essential activities.	Compliant		Although I would assess us as compliant, these should be subject to regular review. It would be worthwhile formally reviewing existing business continuity plans and considering the need for any further such plans.
3	Workforce Control	Assessment of compliance	If not fully compliant, please explain	Improvement actions
3.1	I have arrangements in place to ensure workforce resources are managed properly, including compliance with payroll policies, overtime controls, absence management and	Compliant		

3.2	I have robust controls in place to manage off-payroll workers/contractors, including agency workers and consultants, ensuring approved framework contracts have been used and that those engaged are wholly compliant with the	Partially compliant	There was one identified control gap by procurement Reiterated need to follow procedure and speific issue followed up on	
3.3	I ensure that recruitment and selection is only undertaken by appropriately trained individuals and is fully compliant with Council	Compliant		
3.4	I have robust controls in place to manage new starts, movers and leavers, including induction and mandatory training, IT systems security (access and removal) and access to buildings	Compliant		
3.5	I have robust controls in place to ensure that statutory workforce requirements are met.	Compliant		
3.6	I have arrangements in place to manage staff health and wellbeing; ensuring that sickness absence, referral to occupational health and stress risk assessments is managed in	Compliant		
3.7	I ensure compliance with essential training requirements and support learning and development appropriately, including	Compliant		
3.8	I have arrangements in place to support and manage staff performance e.g. regular 1:1/supervision meetings,	Compliant		
3.9	I ensure compliance with the Council's HR policies and procedures across my service area.	Compliant		
3.10	I regularly consult and engage with recognised	Compliant		
4	Council Companies	Assessment of compliance	If not fully compliant, please explain	Improvement actions
4.1	I have arrangements in place for the oversight and monitoring of the Council companies I am responsible for, that give me adequate assurance over their operation and delivery for the Council.	Compliant	Worth noting that this should more properly be categorised as 'Not Applicable' as Strategy and Communications has no responsibility for individual ALEOs.	
4.2	I have an appropriate Service Level Agreement, or other appropriate legal agreement, in place for each Arm's Length External Organisation that I am responsible for.	Compliant	Worth noting that this should more properly be categorised as 'Not Applicable' as Strategy and Communications has no responsibility for individual ALEOs.	
5	Policy	Assessment of compliance	If not fully compliant, please explain	Improvement actions
5.1	I have arrangements in place to ensure all service area staff are made aware of and fully understand the implications of all relevant	Compliant		

5.2	I have arrangements in place for the annual review of policies owned by my service area, via the relevant executive committee, to ensure these comply with the Council's policy framework.	Partially compliant	A review of divisional policies should be undertaken to ensure that these are relevant, appropriate and necessary. These should be consolidated and streamlined wherever possible.	Divisional policies should be reviewed to ensure that these are necessary and appropriate.
6	Governance and Compliance	Assessment of compliance	If not fully compliant, please explain	Improvement actions
6.1	I ensure service area staff are aware of their responsibilities in relation to the Council's governance framework and that the authority, responsibility and accountability levels within my service area are clearly defined, with proper officer designation delegated, recorded,	Compliant		
6.2	I ensure my service area's activities are fully compliant with relevant Scottish, UK and EU	Compliant		

7	Information Governance	Assessment of compliance	If not fully compliant, please explain	Improvement actions
7.1	I ensure service area staff are made aware of their responsibilities in relation to the proper management of Council information, including the need to adhere to relevant legislation, Council policies, procedures and guidance around: information governance; records management; data quality; data breaches and	Compliant		
7.2	I ensure data sharing arrangements with third parties are recorded, followed and regularly	Compliant		
8	Health and Safety	Assessment of compliance	If not fully compliant, please explain	Improvement actions
8.1	Service area staff are made aware of their responsibilities under relevant H&S policies and procedures and I have appropriate arrangements in place for the identification	Compliant		
8.2	I have the necessary arrangements in place to establish, implement and maintain procedures for ongoing hazard identification, risk assessment and the determination of	Compliant		
8.3	I have competencies, processes and controls in place to ensure that my service area, and other areas of responsibility, operate in compliance	Compliant		
8.4	I have a robust governance and reporting structure for H&S in my service area.	Compliant		
9	Performance	Assessment of compliance	If not fully compliant, please explain	Improvement actions
9.1	I have arrangements in place for reporting to CLT, Committee and/or Council when performance monitoring identifies inadequate service delivery or poor value for money and	Compliant		
9.2	I have appropriate arrangements in place throughout my service area for recording, monitoring and managing customer service	Compliant		
10	Commercial and Contract Management	Assessment of compliance	If not fully compliant, please explain	Improvement actions
10.1	I ensure all goods, services and works are procured and managed in compliance with the	Compliant		
11	Change and Project Management	Assessment of compliance	If not fully compliant, please explain	Improvement actions
11.1	All projects and programmes have a clear business justification, as a minimum this should articulate outcomes and benefits; have appropriate governance in place to support delivery; effective controls in place to track delivery progress and to take corrective action	Compliant		
12	Financial Control	Assessment of compliance	If not fully compliant, please explain	Improvement actions
12.1	The operation of financial controls in my service area is effective in ensuring the valid authorisation of financial transactions and	Compliant		

12.2	I am confident that the arrangements in place to monitor expenditure/budget variances would identify control problems or variances	Compliant		
12.3	I have arrangements in place to ensure all material commitments and contingent liabilities (i.e. undertakings, past transactions or events resulting in future financial liabilities)	Compliant		
12.4	I have arrangements in place to review and protect assets against theft, loss and unauthorised use; identify any significant losses; and, ensure the adequacy of insurance	Compliant		
12.5	I have arrangements in place for identifying any weaknesses in my service area's compliance with Council financial policies or	Compliant		
12.6	I have arrangements in place for identifying any internal control, risk management or asset valuation problems within my service area's	Compliant		
13	Group Accounts (Resources only)	Assessment of compliance	If not fully compliant, please explain	Improvement actions
13.1	I have arrangements in place for identifying and reviewing any developments during the year that should lead to additions, deletions or	Compliant	I have detailed as Compliant in the absence of 'not applicable'.	
13.2	I have arrangements in place to identify and review any internal control, risk management or asset valuation problems with Council	Compliant	I have detailed as Compliant in the absence of 'not applicable'.	
14	National Agency Inspection Reports	Assessment of compliance	If not fully compliant, please explain	Improvement actions
14.1	I have arrangements in place to identify any reports relating to my service area and can confirm that there were no inspection reports	Compliant		
14.2	I have arrangements in place that adequately monitor and report on the implementation of	Compliant		
15	Internal Audit, External Audit and Review Reports	Assessment of compliance	If not fully compliant, please explain	Improvement actions
15.1	I have arrangements in place to ensure that all recommendations from any internal audit, external audit or review report published during the year, that have highlighted high, medium or significant control deficiencies,	Compliant	A greater focus and prioritisation has been given to monitoring recommendations from internal audits.	
16	Progress	Assessment of compliance	If not fully compliant, please explain	Improvement actions
16.1	All outstanding issues or recommendations arising from this exercise, commissioned reviews, committee reports and other initiatives in previous years have been addressed satisfactorily.	Partially compliant	Arrangements for addressing recommendations from audit reports have been strengthened. Project management arrangements are now robust. Divisional policies should also be reviewed. A formal review of internal controls should be undertaken given changes to the divisional responsibilities.	A formal review of internal controls should be undertaken given changes to the divisional responsibilities. It would be worthwhile formally reviewing existing business continuity plans and considering the need for any further such plans. Divisional policies should also be reviewed.

		Improvement actions	Action Owner	Action Deadline
1 Internal Control Environment requirements				
1.1	I have internal controls and procedures in place throughout my service area that are proportionate, robust, monitored and operate effectively.	0		
1.2	I have controls and procedures in place to manage the risks in delivering services through council companies, partners and third parties.	0		
1.3	My internal controls and procedures and their effectiveness are regularly reviewed and the last review did not identify any weaknesses that could have an impact on the Annual Accounts.	A formal review of internal controls should be undertaken given changes to the divisional responsibilities.		
1.4	The monitoring process applied to funding/operating agreements has not identified any problems that could have an impact on Annual or Group Accounts.	0		
2 Risk and Resilience				
2.1	I have risk management arrangements in place to identify the key risks to my service area (and the Council).	0		
2.2	I have effective controls and procedures in place to record and manage the risks identified above to a tolerable level or actions are put in place to mitigate and manage the risk.	0		
2.3	The robustness and effectiveness of my risk management arrangements is regularly reviewed and the last review did not identify any weaknesses that could have an impact on the Annual Accounts	0		

2.4	There is appropriate escalation/communication to the directorate Risk Committee and CLT Risk Committee (as appropriate) of significant issues, risks and weaknesses in risk management.	0		
2.5	I have arrangements in place to promote and support the Council's policies and procedures for staff to raise awareness of risk concerns, Council wrongdoing and officer's misconduct.	0		
2.6	My service area has appropriate resilience arrangements in place and my service area's business continuity plans and arrangements mitigate the business continuity risks facing our essential activities.	Although I would assess us as compliant, these should be subject to regular review. It would be worthwhile formally reviewing existing business continuity plans and considering the need for any further such plans.		

3 Workforce				
3.1	I have arrangements in place to ensure workforce resources are managed properly, including compliance with payroll policies, overtime controls, absence management and performance e.g. home/remote working.	0		
3.2	I have robust controls in place to manage off-payroll workers/contractors, including agency workers and consultants, ensuring approved framework contracts have been used and that those engaged are wholly compliant with the provisions of IR35 Council guidance and procedures.	0		
3.3	I ensure that recruitment and selection is only undertaken by appropriately trained individuals and is fully compliant with Council policies and procedures, including vacancy approvals and controls.	0		
3.4	I have robust controls in place to manage new starts, movers and leavers, including induction and mandatory training, IT systems security (access and removal) and access to buildings and service users' homes.	0		
3.5	I have robust controls in place to ensure that statutory workforce requirements are met	0		
3.6	I have arrangements in place to manage staff health and wellbeing; ensuring that sickness absence, referral to occupational health and stress risk assessments is managed in compliance with the Council's HR policies.	0		

3.7	I ensure compliance with essential training requirements and support learning and development appropriately, including professional CPD requirements.	0		
3.8	I have arrangements in place to support and manage staff performance e.g. regular 1:1/supervision meetings, performance/spotlight conversations.	0		
3.9	I ensure compliance with the Council's HR policies and procedures across my service area.	0		
3.10	I regularly consult and engage with recognised trade unions.	0		
4	Council Companies			
4.1	I have arrangements in place for the oversight and monitoring of the Council companies I am responsible for, that give me adequate assurance over their operation and delivery for the Council.	0		
4.2	I have an appropriate Service Level Agreement, or other appropriate legal agreement, in place for each Arm's Length External Organisation that I am responsible for.	0		
5	Policy			
5.1	I have arrangements in place to ensure all service area staff are made aware of and fully understand the implications of all relevant existing and new council policies and procedures.	0		
5.2	I have arrangements in place for the annual review of policies owned by my service area, via the relevant executive committee, to ensure these comply with the Council's policy framework.	Divisional policies should be reviewed to ensure that these are necessary and appropriate.		
6	Governance and Compliance			

6.1	I ensure service area staff are aware of their responsibilities in relation to the Council's governance framework and that the authority, responsibility and accountability levels within my service area are clearly defined, with proper officer designation delegated, recorded, monitored, revoked and reviewed regularly to ensure ongoing compliance with the Scheme of Delegation.	0		
6.2	I ensure my service area's activities are fully compliant with relevant Scottish, UK and EU legislation and regulations.	0		
7	Information Governance			
7.1	I ensure service area staff are made aware of their responsibilities in relation to the proper management of Council information, including the need to adhere to relevant legislation, Council policies, procedures and guidance around: information governance; records management; data quality; data breaches and privacy impact assessments; information rights; information compliance; information security; and ICT acceptable use.	0		
7.2	I ensure data sharing arrangements with third parties are recorded, followed and regularly reviewed throughout my service area.	0		

8	Health and Safety			
8.1	Service area staff are made aware of their responsibilities under relevant H&S policies and procedures and I have appropriate arrangements in place for the identification and provision of H&S training necessary for all job roles, including induction training.	0		
8.2	I have the necessary arrangements in place to establish, implement and maintain procedures for ongoing hazard identification, risk assessment and the determination of necessary controls to ensure all H&S risks are adequately controlled.	0		
8.3	I have competencies, processes and controls in place to ensure that my service area, and other areas of responsibility, operate in compliance with all applicable H&S laws and regulations.	0		
8.4	I have a robust governance and reporting structure for H&S in my service area.	0		
9	Performance			
9.1	I have arrangements in place for reporting to CLT, Committee and/or Council when performance monitoring identifies inadequate service delivery or poor value for money and ensure that improvement measures to address these issues are implemented and monitored.	0		
9.2	I have appropriate arrangements in place throughout my service area for recording, monitoring and managing customer service complaints and customer satisfaction.	0		
10	Commercial and Contract Management			

10.1	I ensure all goods, services and works are procured and managed in compliance with the Contract Standing Orders.	0		
11	Change and Project Management			
11.1	All projects and programmes have a clear business justification, as a minimum this should articulate outcomes and benefits; have appropriate governance in place to support delivery; effective controls in place to track delivery progress and to take corrective action if required; have a robust benefits management framework in place; and ensure that a formal closure process is undertaken.	0		

12	Financial Control			
12.1	The operation of financial controls in my service area is effective in ensuring the valid authorisation of financial transactions and maintenance of accurate accounting records.	0		
12.2	I am confident that the arrangements in place to monitor expenditure/budget variances would identify control problems or variances that could have an effect on the Annual Accounts.	0		
12.3	I have arrangements in place to ensure all material commitments and contingent liabilities (i.e. undertakings, past transactions or events resulting in future financial liabilities) are notified to the Chief Financial Officer.	0		
12.4	I have arrangements in place to review and protect assets against theft, loss and unauthorised use; identify any significant losses; and, ensure the adequacy of insurance provision in covering the risk of loss across my service area.	0		
12.5	I have arrangements in place for identifying any weaknesses in my service area's compliance with Council financial policies or statutory/regulatory requirements.	0		
12.6	I have arrangements in place for identifying any internal control, risk management or asset valuation problems within my service area that could affect the Annual Accounts.	0		
13	Group Accounts (Resources only)			

13.1	I have arrangements in place for identifying and reviewing any developments during the year that should lead to additions, deletions or amendments to the companies included in the Group Accounts.	0		
13.2	I have arrangements in place to identify and review any internal control, risk management or asset valuation problems with Council companies that could affect the Group Accounts.	0		
14	National Agency Inspection Reports			
14.1	I have arrangements in place to identify any reports relating to my service area and can confirm that there were no inspection reports that could impact on the signing of the Annual Governance Statement.	0		
14.2	I have arrangements in place that adequately monitor and report on the implementation of recommendations.	0		
14	Internal Audit, External Audit and Review Reports			
15.1	I have arrangements in place to ensure that all recommendations from any internal audit, external audit or review report published during the year, that have highlighted high, medium or significant control deficiencies, have been (or are being) implemented and that this is monitored effectively.	0		
16	Progress			

16.1	<p>All outstanding issues or recommendations arising from this exercise, commissioned reviews, committee reports and other initiatives in previous years have been addressed satisfactorily.</p>	<p>A formal review of internal controls should be undertaken given changes to the divisional responsibilities. It would be worthwhile formally reviewing existing business continuity plans and considering the need for any further such plans. Divisional policies should also be reviewed.</p>		
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Strategy and Communications Division

We are a small collection of services at the heart of the Council reporting directly to the Chief Executive.

The **policy unit support the development of strategic policies** by providing **detailed analysis from our insight, performance and data teams**.

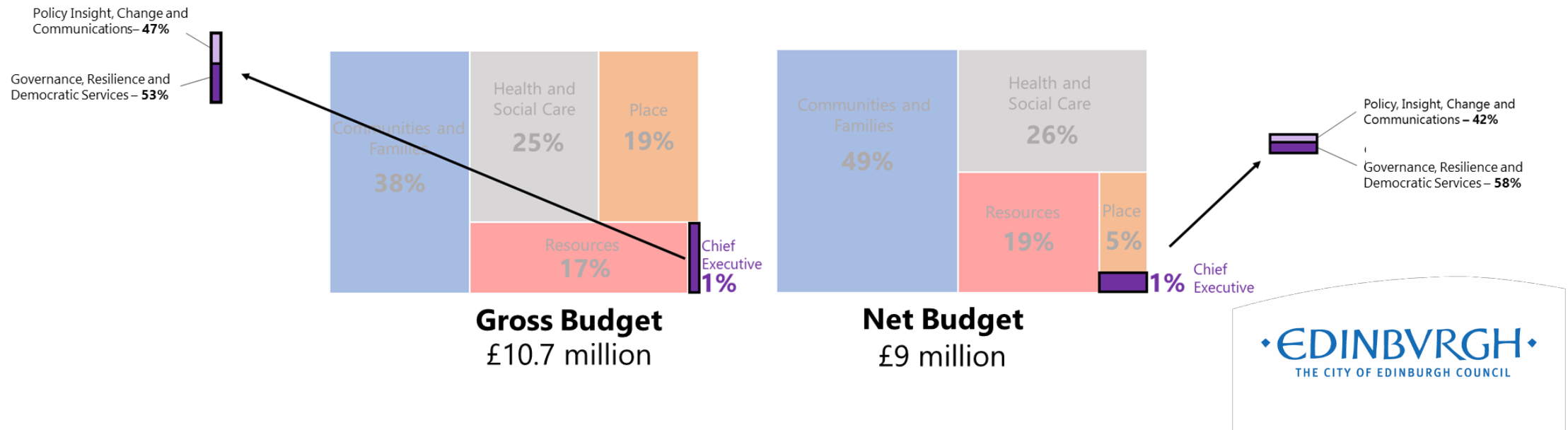
Our research has supported the development of policies **in areas as diverse as the Poverty Commission to the transient visitor levy**.

The **committee and elected member services** support the democratic infrastructure of the Council facilitating hundreds of committee and sub-committee meetings every year **to ensure that decision making is robust**, efficient, open and transparent.

We take responsibility for **information governance and our compliance** with the General Data Protection Regulation (GDPR), this includes answering thousands of Freedom of Information and Subject Access Requests each year.

Through **our communications team**, we engage with residents, staff and other key stakeholders. We **make sure our communications are clear, visible, accessible and reach as much of the population as we can**.

We developed a Change Strategy which has set the direction for the Council for the next four years, but it's not just about planning, we also help to deliver. The division has led a step-change in project and portfolio management across the Council. A small delivery team oversee and report on a **dynamic array of more than 50 projects** covering areas ranging from service improvement to major capital spend



Policy, insight, change and communications

Chief Executive

£4.3m
(net budget)

£9m
(net budget)

We **support the organisation** and frontline staff to deliver services. The **policy and insight** team develop new work and make the case for change, such as the Transient Visitor Levy. They also lead on **public consultations and engagement**. The **change team** ensure delivery of significant projects such as the replacement of our social work database SWIFT. They also play a key role in developing the **Change Strategy**. The **data, performance and business planning** team manage all the council's data, and ensure we can take decisions based on evidence. The team also leads and coordinates Edinburgh's role in the **City Deal and city and regional partnership** working. Our **communications team** covers campaigns, media and internal communications, graphic design and social media.



Each new foster placement saves us roughly £20,000 in agency/residential costs. As well as **providing stable care for vulnerable children**, this campaign helped **save nearly £1 million**.

In total, the campaign **cost roughly £100,000**



The **delivery team** is monitoring a **portfolio of 49 projects** totalling **£166m of investment**. These are in areas as diverse as health and social care, culture and income maximisation

The Insight team's **Edinburgh People Survey** is the **largest single-city survey in the UK**, canvassing opinions from more than **5,000 residents** with approximately **300 people** from each of the **17 wards** taking part.

For comparison, the Scottish Government's **Scottish Household Survey** has roughly **200 respondents in Edinburgh** and **10,000 respondents in total**

89 Staff (84 Full Time Equivalent)

Supplies and services

£5m

£300k

What we spend

£5.3 million

Funding and income

£1 million

Third party funding

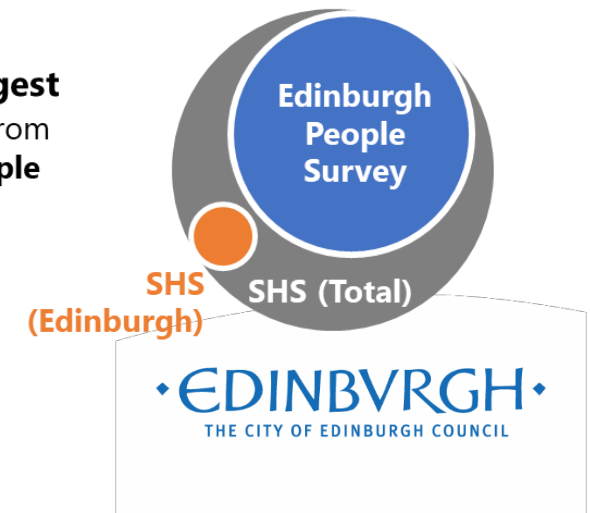
£490k

City Deal

£268k

Re-charging services for project management

£170k



Governance, resilience and democratic services

Chief Executive

£5.1m
(net budget)

£9m
(net budget)

Committee services support the democratic infrastructure of the organisation, ensuring that decision making is open, honest and transparent. The **member services team support elected members** through organising meetings, committees and distributing reports. Other teams fulfil statutory roles including **Freedom of Information requests** and information control and security, keeping the organisation **compliant with GDPR** and providing a **statutory data protection officer**. **When elections are called**, we co-ordinate the seconding of hundreds of staff to run polling stations, count votes and to validate and declare results. Through our **resilience team**, we also **help services prepare for unexpected eventualities** from **extreme weather** to **counter-terrorism**

Reports written in 2018 for Council and committees meetings compared to those written in 2017



Over the last five years, the **Elections team has co-ordinated seven major votes** (2 UK Parliament, 1 Scottish Parliament, 1 Local Government, 1 European Parliament, the Scottish Independence referendum and the EU referendum) Each has involved, on average **1,200 staff** working across **328 polling stations** and have, in total, **counted 1.7 million votes** to return 91 elected officials

68 Staff (65 Full Time Equivalent)

Elected member pay, allowances and expenses

Committee services and member support

COSLA levy

£700k

£300k

£3.1m

£1.8m

What we spend

£5.9 million

Funding and income

£0.8 million

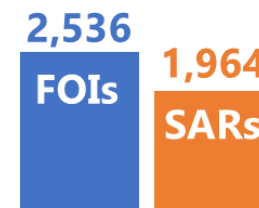
Government election funding

£218k

Re-charging services for archiving services, FOI and resilience

£500k

Last year we supported services in responding to **2,536 Freedom of Information (FOI) Requests** and **1,964 Subject Access Requests**. That's roughly 17 requests per day



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Year ahead 2019/20

Strategy and Communications May 2019

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Introduction from Laurence



We achieved a great deal last year. We established and settled into our new teams – and, for many, new roles. Communications joined the division. We set our vision and values and, while we still have work to embed them, we are increasingly delivering on them.

Quality and consistency

Despite the huge amount of change, we have, as a division, kept up and, indeed, improved upon the quality and consistency of our work. For example, we facilitated and clerked hundreds of committees, answered thousands of freedom of information requests, responded to countless media enquiries - continuing to ensure the council communicate effectively with its people and the city across a huge range of issues and channels.

Having an impact

In addition, we made the case and won the argument for the introduction of a Transient Visitor Levy. We agreed an economic strategy for the city, created a step change in culture regarding project management across

the council and launched a Change Strategy that sets direction for the council for the next four years.

Your feedback

However, in this year's staff survey you have told me and the rest of the management team that we're not always clear enough on our collective priorities. You also want to understand more about how your work fits into these broader objectives and how we can better bring our work together. You have also fed back that you have concerns regarding the volume of work and the resources available to you to do your job.

Setting out our priorities

We're going to act on this feedback and this document is a first step. Firstly, I'm going to set out my priorities for the division for the year ahead. This list is not exhaustive. Everything we do has an important purpose, and I value all your hard work to ensure the council has a high-quality corporate service and support – day in, day out. It's important, however, that we set additional priorities. Secondly, building on the work on our vision and values I have described in one place what I believe we are collectively trying to achieve as a division. Finally, I am going to set out all the actions we are going to take to respond to your feedback in the Staff Survey.

Our purpose

We agreed our Vision as a Division last year and I am keen we build on it. Strategy and Communications is a highly-skilled end-to-end support function for the council. We support and lead the development of policy through not only first-class policy development skills but also through the provision of detailed analysis from the insight, performance and data teams.

Once policy has been formulated, we facilitate the democratic process by ensuring the council's decision-making is robust, efficient and transparent to the public.

We then ensure those decisions are effectively communicated with residents, staff and other key stakeholders. We do this by using the latest techniques and approaches making sure the information is as succinct and informative as possible. The performance and insight information we produce to enable these decisions to be made are then crucial in ensuring accountability and public awareness and understanding of our output.

Finally, the hard work is not over because we also lead on delivery. We manage and support major change across the council ensuring that not only are priorities delivered, but also that savings targets are achieved. We do this directly through specific projects whilst also promoting best practice, ensuring that colleagues are held to account through the monthly Change Board.

Through this work, we ensure:

- Elected Members have considered and rounded advice to help them make informed decisions;
- that we empower communities and the public as widely as possible by working in partnership to ensure they are aware, engaged and can have trust in the decisions taken; and
- that the delivery of those decisions is as strong as possible and that there is maximum accountability for them.

I have developed a diagram that tries to show this in one place and I believe is a strong reminder of our mission statement:

Providing leadership, support and analysis to help the council achieve its aims and the city to realise its ambitions.

What is all of this trying to achieve?

The administration's overarching ambition is to ensure that everyone benefits from Edinburgh's success. We are all aware and have discussed before the fact that despite the success of Edinburgh's economy in the city today, there are still 1 in 4 children living in poverty.

To address the complex challenges that lie behind these statistics, the city needs a strong and forward-thinking council; a council that can innovate to address the complex challenges it faces, to improve outcomes but also respond to factors beyond its control – particularly regarding funding. Our job as a division is to help find solutions to these challenges. I therefore want us to have an unapologetic focus on supporting the organisation and city to change this year – focusing our efforts as much as possible to deliver better outcomes to the people we serve.

For example: the important policy work we are doing on sustainability, poverty and homelessness must feed into the council change strategy, which we must play our part in delivering. This work must also be communicated effectively to ensure the public better understand what we are trying to achieve and the need for change. This, of course, can only be achieved by working in partnership across the third and private sectors.

By bringing all the skills we have across the division with a team ethic and can-do attitude, I believe we can add enormous value to the organisation and the city.

I am excited about this and am looking forward to what we can achieve together this year.

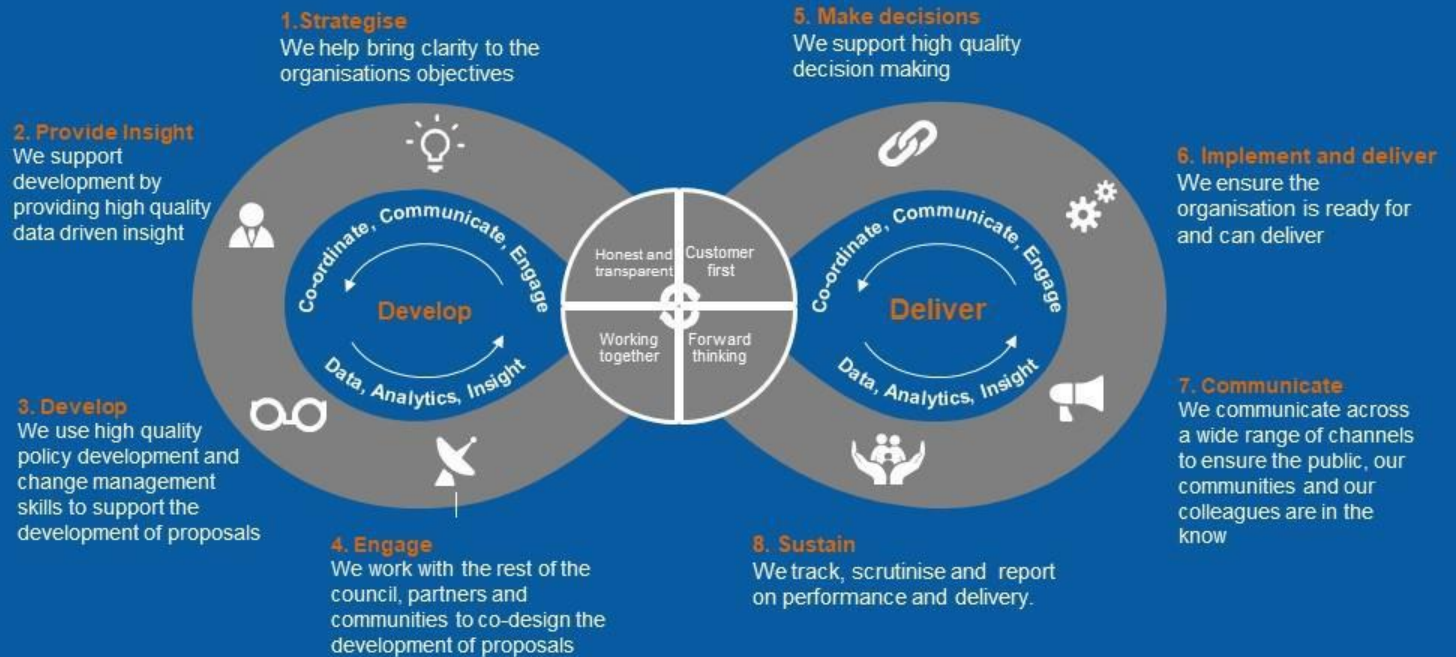
Strategy and Communications

Providing leadership, support and analysis to help the council to achieve its aims and the city to realise its ambitions

We offer an end to end approach to help improve decision making and the implementation of those decisions.

Alongside this model we do hundreds of things every day to keep the Council moving and our elected members served

We are more than the sum of our parts.



Our objectives 2019-20

Ensuring everyone benefits from Edinburgh's success

- 1 Deliver the existing Change Strategy and develop the next phase ahead of the Budget setting process for the next financial year.
- 2 Establish a new Sustainability programme within the council and agree a new strategy to achieve a carbon neutral city 2037 by the end of the calendar year.
- 3 Strengthen and improve the council's approach to community planning, empowerment and engagement working with the third sector and the Edinburgh Partnership. Clear roadmap for a step change by the end of March 2020.
- 4 Deliver the independent Poverty Commission by the end of the year and ensure an implementation plan can be taken forward as part of the council's change strategy by the end of March 2020
- 5 Implement the communications improvement strategy by the end of the calendar year, with a particular focus on our tone of voice, creating richer more engaging news content and more and better planning. With more thought given to how we engage and consult with the public. Reassess where we are within progress in Q1 2020.
- 6 Implement fully balanced score cards and external reporting by Q3 2019. Develop longer term strategy for improving the use of the city's data by Q2 2020.

Creating the best possible conditions for the Council to perform well

- 1 Major change project delivery continues to improve, and project management approach continue to be embedded more widely. All internal audit actions completed by end of the calendar year.

- 2 Deliver a step change in data led decision making through implementing the Business Intelligence Programme. New BI tool to be live by Q3 2019.
- 3 Audit Scotland Self-Assessment completed by Q3 2019.
- 4 Implement new Committee system (Modern Gov) first phase by Q3 and fully implemented and imbedded by Q1 2020.
- 5 Deliver review of political management arrangements Q3 2019.
- 6 Ensure all elected members continue to receive a high-quality support offer on an ongoing basis.
- 7 Inspirational and engaging 2050 City Vision launched by Q3 2019.
- 8 Continue to mature and strengthen the council's approach to Information governance. Have fully implemented latest internal audit by Q1 2020.
- 9 New Council internet and intranet live by Q3 2019.
- 10 Class leading Tram communications plan development and live Q3 2019

Our development

- 1 Staff survey response – actions agreed and delivered, with ongoing feedback with teams by Q3 2019
- 2 Sense of purpose nurtured through ongoing focus on performance, learning and development and identity L&D day held as part of this and next phase of Division building underway. Q1 2020.

Colleague survey action plan

Please note: The following provides examples of actions which are happening across Strategy and Communications. Full action plans are being developed based on consultation with colleagues and will sit within each of the wider teams.

Theme for improvement	Action	Date/Timescale	Progress
Leadership	Staff objectives and team workplans will be driven by a clear S&C division plan, detailing the 'how' and 'what' of delivering the division vision and values.	April/May 2019	Complete
	Increase the visibility & accessibility of senior management, following feedback from teams. Extended management team will be reinstated. SMT will join team meetings more regularly and offer more 1-1 informal catch ups.	June 2019	Begun but need to sustain
	Set up workstreams to define the role of each team within S&C which each colleague can relate to with confidence	From June 19	In progress
Learning and Development	Improve shadowing or mentoring opportunities across the division, either internally or externally, and encourage all colleagues have the opportunity to take up opportunities. We have begun to offer opportunities for staff to work in short placements in other parts of the Council, and to work across our teams on specific projects, to develop new skills and foster greater strategic cohesion.	Ongoing	In progress
	Hold Divisional Learning and Development Day to provide real focus on our learning and development	Summer	Being arranged
	Development needs, identified in the looking back and forward conversations with colleagues, will be used to shape the Divisional L&D plan and Council's L&D strategy going forwards. Based on this, team managers have been asked what they would consider 'essential learning' for teams and this will be passed on to the Learning and Development team.	From Mar 19	Complete
	Explore and invite training opportunities for individuals, maximising free and inhouse opportunities.	From Apr 19	

	Hold coffee and learn style sessions with a programme of events for discussion. This will cover work in the team, but also work happening across the council and the city.	Ongoing	In progress
	Planned time out for 'lessons learned' sessions, on areas/pieces of work that staff have found particularly difficult or frustrating, to identify actions we can take to improve those processes going forwards.	Ongoing	In progress
Change Management	Laurence will continue to send weekly emails to all colleagues to keep everyone up-to-date with work happening across the division, including budget and change processes, further strengthening communications across Division	Jan 2019	In progress - ongoing
Communication and Engagement	Weekly Huddle: Work priorities, budget and change processes and general updates will be shared and discussed as part of the weekly face-to-face meeting between all colleagues and Laurence. Topics discussed at the huddle will include workstreams/projects during development stage and not just completed projects.	Ongoing	In progress - ongoing
	Brief all colleagues on the Colleague Survey results during the weekly Huddle providing an opportunity to feedback. Follow this up with an email of the briefing report to all colleagues.	5 Dec 2018	Complete
	Team managers will be responsible for having discussions of results at team meetings and collecting feedback to inform priorities for action and to agree ways of working. Priorities and an action plan will be developed based on feedback received.	Early 2019	In progress
	Management continue to show appreciation and acknowledge the value of individual and team contribution throughout the year.	From Dec-18	In progress - ongoing

Our vision:

Providing leadership, support, and analysis to help the council to achieve its aims and, the city to realise its ambitions

Delivering a democratic and well governed city

Providing evidence to support robust council decisions

Strengthening community voices at the heart of our decision making

Creating challenging policy that tests the status quo

Leading and guiding strategic change and large change projects

Preserving the records of our city and our people

Brokering data, knowledge and insight from across the organisation and the city

Facilitating active and inclusive collaboration, connection and communication

Communicating our plans, ambitions and activities to colleagues, partners and citizens

Ensuring city safety and resilience by maintaining critical services and responding to emergencies

Our values:

We are always open, honest and upfront with each other

We share our ideas and creativity and we check with each other for understanding

We participate in the division and we actively listen to and respect different viewpoints We encourage constructive feedback on our work and the way we behave

We value each other's skills and expertise and we help and support each other to develop We recognise our mistakes and use them as an opportunity to learn

We keep communication lines clear and simple

We celebrate our success