

Governance, Risk and Best Value Committee

10am, Tuesday, 3 November 2020

Corporate Governance Framework Self-Assessment 2019/20

Executive/routine Wards Council Commitments	All
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1. Recommendations

- 1.1 To note the Corporate Governance Framework Self-Assessment 2019-20.
- 1.2 To note ongoing development of an effective framework for the Council, with a focus on continuous improvement.
- 1.3 To note that the full effects of the COVID-19 pandemic on the design of the Council's control framework would be reported in the 2020-21 self-assessment period.

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Corporate Governance Framework Self-Assessment 2019/20

2. Executive Summary

- 2.1 The Council's Corporate Governance Framework (CGF) is based on the Chartered Institute of Public Finance & Accountancy and Society of Local Authority Chief Executives model framework Delivering Good Governance in Local Government ("the CIPFA/SOLACE framework").
- 2.2 The Council's self-assessment of its compliance with the framework for the financial year 1 April 2019 to 31 March 2020 is presented for scrutiny.

3. Background

- 3.1 The CGF self-assessment process was reviewed in early 2018 and proposals designed to improve the structure, content and population of the document were agreed. This included a revision of the framework to reduce duplication, an improvement in narrative reporting, a more nuanced scoring system, focused improvement actions and the scheduling of a workshop to coordinate population of the document.
- 3.2 Updates were requested from directorates on the current status of improvement actions identified during the previous year's annual assurance exercise and CGF self-assessment. Completed improvement actions were then incorporated into the 2019/20 CGF self-assessment to evidence the improvements in controls that had been achieved.
- 3.3 Relevant improvement actions from individual assurance schedule returns have been replicated in the 2019/20 CGF self-assessment where these will have an impact on the corporate design of the Council's controls.

4. Main report

- 4.1 The CGF self-assessment exercise ensures good governance, an improvement agenda and demonstrates the Council's compliance with the CIPFA/SOLACE framework by providing narrative and links to key documentary evidence.
- 4.2 The purpose of the exercise is to assess the design of the Council's control framework on a corporate level. Officers assess the Council's compliance with each requirement on a scale out of 10.
- 4.3 Areas for improvement are identified and actions added to the improvement plan section at the end of each framework principle. An analysis by officers of the previous year's improvement actions then forms the starting point in future iterations of the CGF exercise. This helps officers to understand changes to the control framework that have taken place in the previous year.
- 4.4 A remote CGF Self-Assessment workshop took place on Tuesday 18 August 2020, to populate and score the evidence submitted.
- 4.5 The document was then reviewed by the Corporate Leadership Team (CLT) on Wednesday 2 September 2020.
- 4.6 The exercise and scoring regime does not attempt to rate how effectively or consistently controls have been applied. This is instead undertaken during the population of assurance schedules at a service area level. These are reported to Governance, Risk and Best Value Committee separately and individually.
- 4.7 Together these exercises combine to provide a holistic look across the Council's control framework, incorporating both design and application. The structure of assurance schedules is under continuous review to ensure that areas identified as requiring attention in preceding CGF self-assessment exercises are sufficiently addressed in returns from individual service areas. The two exercises are further linked through the inclusion of improvement actions as set out at 3.3

Covid-19 Pandemic

- 4.8 The Covid-19 emergency has meant that the Council has had to make significant changes to its governance arrangements. This self-assessment exercise chiefly considers the design of controls that were in place for the majority of 2019/20, however, reference is made to changes that have been implemented in response to the emergency. Significant changes that happened to the control framework outwith the reporting period have been listed as improvement actions. The 2020-21 self-assessment exercise will fully review controls implemented in response to the Covid-19 emergency and consider the impact of Covid-19 on existing controls.

2019/20 Self-Assessment (position at 31 March 2020)

- 4.9 The Covid-19 emergency has provided a stress-test for the Council's control framework. Officers considered that in part this had been adequate but also noted that the control framework would need to continue to evolve if it was to match the

significant changes that have been made to the Council's operational and political governance framework in response to the pandemic.

- 4.10 Officers considered that overall the design of the framework was appropriate for the period assessed. There were a number of areas that were adequate but required improvement to ensure controls were more robust. There were also areas where significant improvement was required, however improvement actions were either already being implemented or were set to be put in place by April 2021.
- 4.11 It was also acknowledged that the Council's Internal Audit Opinion for the same period identified failings in the consistent application of some controls. There exists a close relationship between the design of controls, which the CGF seeks to assess, and the application of such controls as highlighted by Internal Audit in this case. The failure to apply controls consistently can be in part caused by poor design. This was accounted for in the scoring of the self-assessment exercise and has been reflected in the improvement actions detailed in the document.
- 4.12 An Internal Audit report published on 13 July 2020 looked at the implementation of assurance actions and the linkage to the annual governance statement. This found that there was no Council wide control framework to ensure the complete and accurate collation, management and resolution of service area assurance findings. In turn this identified that annual assurance schedule returns from directorates may include control gaps in relation to existing open assurance findings. This was reflected in the population and scoring of the CGF exercise and audit actions have been agreed as set out at 4.19 below.
- 4.13 Areas where the Council is performing well include: integrity, ethical values, rule of law; openness; engagement with citizens and service users; vision; public financial management; business planning; capability of leadership and others; audit committee (effective assurance); transparency and reporting.
- 4.14 The following areas have been identified in the 2019/20 self-assessment as requiring improvement:
 - 4.14.1 7.2.2 robust arrangements for assessing compliance with CGF principles, publishing results and improvement actions;
 - 4.14.2 7.3.1 ensuring that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met; and
 - 4.14.3 7.3.3 ensuring recommendations from audits, peer challenge, reviews and inspections are welcomed and acted upon.
- 4.15 Improvement actions have been included that are designed to address these areas for improvement.

Future Improvements

- 4.16 Improvement actions are being progressed by services and outcomes will be included in next year's self-assessment.

- 4.17 The annual assurance and CGF self-assessment processes and their effectiveness will continue to be reviewed on an ongoing basis to ensure they remain fit for purpose and adapt to reflect best practice developments.
- 4.18 The Council's response to the Covid-19 emergency has included an overarching programme of work under the heading of Adaptation and Renewal. This will ensure that the Council and the City adapts to living with Covid-19 in as effective a way as possible, and that we start to prepare for the Council's and the City's longer-term renewal. This wide-ranging and transformational programme will include changes to internal Council structures and the control framework. The full extent of this will be assessed in next year's CGF exercise.
- 4.19 Directorates have committed to establish processes to create an assurance management framework to address findings of the Internal Audit review of implementation of assurance actions. The Governance Team will also track open audit actions and identify where this represents significant risk or a control gap. Once implemented this is expected to improve the Council's corporate control framework and thus will be incorporated into future CGF self-assessments.

5. Next Steps

- 5.1 Work will continue to re-align the CGF self-assessment and the annual assurance exercise to ensure a continuous cycle of review and improvement.
- 5.2 The annual assurance exercise will aim to provide assurance from service areas regarding the practical application of the controls identified in the CGF self-assessment, this in turn will inform the Council's annual governance statement.

6. Financial impact

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

7. Stakeholder/Community Impact

- 7.1 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.

8. Background reading/external references

- 8.1 [Governance, Risk and Best Value Committee Tuesday, 17th September 2019, Corporate Governance Framework Self-Assessment 2018/19](#)

9. Appendices

Appendix 1 – The City of Edinburgh Council Corporate Governance Framework Self-Assessment 2019/20

Appendix 2 – Comparison of 18/19 and 19/20 Scoring

The City of Edinburgh Council Corporate Governance Framework Self-Assessment 2019/20

Self-assessment scoring key:	
0	no evidence provided
1-2	insufficient and/or poor quality evidence provided
3-4	insufficient but some good quality evidence provided
5-6	predominantly good quality evidence provided but some gaps and improvements required
7-8	significant amounts of good quality evidence provided with minor improvements required
9-10	requirement fully met with significant amounts of strong evidence provided

Principle 1	Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	
Supporting principle	1.1 Behaving with integrity and Demonstrating Strong Commitment to Ethical Values	
Requirement of the Council’s 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.	Score out of 10: 8
Evidence of compliance and links	<p>The Council is on a journey to strengthen the leadership culture and support improved decision making at officer level. This though involves cultural change with officers and is not yet embedded throughout the organisation. Decision making at committee level is strong and there is a robust framework that is supported by a suite of governance documentation, that is regularly reviewed by officers and elected members.</p> <p>There is strong and demonstrable commitment from the Corporate Leadership Team (CLT) to promote a strong organisational culture that behaves with integrity, adheres to the rule of law and that is value led. Examples of this come from the establishment of strong corporate values that underpin the culture we are trying to create. The priority of CLT, to develop the leadership culture within the organisation, has included creating a Wider Leadership Team (top 100 managers) and ensuring that all managers across the organisation have undertaken leadership training which was values led. CLT have regular away days where they reflect on their leadership. This is an ongoing process in a complex organisation and leadership development training has been reviewed by HR and updated.</p> <p>From a legal and compliance perspective we have an independent whistleblowing process to ensure concerns raised are investigated independently, with oversight from the Council’s Monitoring Officer, reporting to the Governance, Risk and Best Value Committee and notification of investigation outcomes to the relevant Executive Committee Convener.</p> <p>The Council ensures that it has a robust framework in place including:</p> <ul style="list-style-type: none">▪ A <u>Member/Officer Protocol</u> 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.▪ Mandatory training sessions provided for Elected Members on their obligations under the <u>Councillors’ Code of Conduct</u>.▪ Comprehensive induction and training programme for Elected Members that includes mandatory, essential and developmental sessions on a wide range of responsibilities, skills and areas of topical interest.▪ A <u>Scheme of Delegation</u> that sets out the powers delegated by the City of Edinburgh Council to officers, pursuant to the <u>Local Government (Scotland) Act 1973</u>. 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 ensuring sufficient and appropriate scrutiny.▪ Councillors’ register of interests and expenses and membership of organisations published in full on the Council’s website as part of <u>individual online Councillor profiles</u>.▪ The Council’s <u>Whistleblowing Policy</u> encourages a culture of disclosure of wrongdoing that is much wider than that covered by public interest disclosure legislation. Our whistleblowing arrangements are a key risk management tool and widely seen as an exemplar across the public sector.▪ The Monitoring Officer has an independent reporting line to the Chief Executive and his independent reports are considered by Council.▪ The Chief Internal Auditor has an independent reporting line to Governance, Risk and Best Value Committee and direct access to the Chief Executive.▪ The <u>Council’s People Strategy and People Plan for 2017-20</u> 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 set out our commitment to each other within our workforce as well as to our citizens and communities.▪ As a public authority, the values of public service delivery are at our core and are reflected in <u>Programme for the Capital: The City of Edinburgh Council Business Plan 2017-22</u>. The principles and actions set out in this plan drive the way we work and the way we deliver services.▪ Our <u>Employee Code of Conduct</u> and the Council’s values of Put Customers First, Honesty and Transparency, Working Together and Forward Thinking are included as part of our performance framework and set out our expectations. New employee induction is focussed on our four values, so all new starts understand the importance of living these values in the early days of their employment with the Council.▪ Principles and our values are communicated regularly to staff, are on our internal intranet and inform the build and delivery of learning and development interventions. The performance conversations model is built around our values. The completion of looking back and looking forward conversations is formally reported and recorded in the CLT Workforce Dashboard, monthly and to F&R Committee on an 8-weekly cycle.▪ Our employees are expected to refresh their knowledge and understanding of key policies such as <u>Anti-Bribery</u>, <u>Avoidance of Bullying and Harassment</u> etc, with regular reminders sent via managers news and orb info.▪ 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. WLT Leadership Sets meet regularly and are each sponsored by a CLT lead.▪ The Council has developed the leadership in the box resource which is available to all leaders through the new online platform. <p>Whilst a strong operational framework exists to ensure that employees behave with integrity (for example established Council policies and decision-making processes), it is important that it is effectively applied, with employees held accountable where they do not behave with integrity or demonstrate strong commitment to ethical values. This is achieved through the Council’s performance framework, with ongoing employee conversations and formal ‘looking backwards’ conversations, and the disciplinary process.</p>	
Requirement of the Council’s Framework	1.1.2 Ensuring this is reflected in policies and processes that are regularly reviewed and monitored for compliance.	Score out of 10: 6
Evidence of compliance and links	<p>The <u>Council’s Corporate Policy Framework</u> mandates the annual review of policies which must be approved by Council or the responsible Executive Committee. The Council’s <u>Policy Register</u> maintains a central public facing record of all council policies.</p> <p>A council policies toolkit 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.</p> <ul style="list-style-type: none">▪ The Council consults and engages with stakeholders on policies and procedures, eg. Trade Unions, relevant service providers, legal advisers.▪ <u>Assurance Statements</u> for <u>Council policies</u> are reviewed and are considered as being current, relevant and fit for purpose. These are <u>reported</u> to the relevant <u>Committee</u>. Working closely with the Communications Team, relevant information is cascaded to staff via Managers’ news and the internal intranet pages are updated as necessary.	

	<ul style="list-style-type: none"> A programme of policy review is in place and <u>policy refresher</u> arrangements are in place for employees. Employment policies are subject to GRBV Committee policy assurance with a revised process having been agreed at the GRBV Committee in September 2017 which will provide further scrutiny. Process automation and design controls for core HR, Finance Procurement and Debt Recovery processes are tested by internal audit and aligned to the Council’s ERP programme. <u>Report template and guidance</u> are regularly updated and incorporate reporting of adherence to council business plan commitments and policy implications. 	
Requirement of the Council’s 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	Score out of 10: 7
Evidence of compliance and links	<p>Council values are an integral part of our strategic planning and performance management frameworks. The council has embedded mechanisms to ensure ethical standards are permeated across the organisation.</p> <ul style="list-style-type: none"> Scrutiny of <u>internal</u> and <u>external</u> audit reports by Governance, Risk and Best Value Committee. The Council’s <u>Whistleblowing Policy</u> mandates an independent service provider with authority to decide on the categorising of disclosures and investigations, with investigation outcomes reported quarterly to the Governance, Risk and Best Value Committee. 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 <u>Programme for the Capital: The City of Edinburgh Council Business Plan 2017-22</u>. The principles and actions set out in this plan drive the way we work and the way we deliver services. <u>Council Framework to Advance Equality and Rights 2017-21</u> ensures that citizens are able to use Council services and join in with the life and work of the city. The current Council <u>Performance Framework</u> was agreed in August 2017 and ensures that a clear statement of vision, values and strategic objectives aligned with the Coalition agreement is embedded within the operation of the Council. The framework details performance measures and describes 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. Policies, procedures and codes of conduct for both members and officers are aligned with the Nolan Principles on the Standards for Public Life as well as professional/regulatory codes of practice for relevant groups. <u>Employee Code of Conduct</u> sets out the Council's values and describes how we carry out our business and the standards of conduct we expect from our employees. <u>Disciplinary Code</u> provides details of the conduct, attitude and behaviours expected of employees. <u>Performance Management Framework</u> is designed to support managers and employees to have open, honest, and supportive performance conversations. <u>The Avoidance of Bullying and Harassment at Work Policy</u> covers management of complaints in relation to bullying and harassment at work. The focus is on early intervention and resolution by managers, to ensure complaints are dealt with quickly. <u>Equality and Diversity Policy</u> has the purpose of ensuring that all our employees are treated fairly, equally and with respect in their working lives covering: pay and benefits and terms and conditions of employment; dealing with grievances and disciplinary issues, dismissal, redundancy; parental leave and flexible working; recruitment, promotion, training and development. <u>Equality, Diversity and Rights Framework 2017-21</u> is a response to legislation, including the Human Rights Act 1998, the Scotland Act 2003, and the Equality Act 2010. Co-produced with members of the Edinburgh Equality and Rights Network (EaRN) during 2016/17, it sets out a series of commitments to ensure that equality, diversity and rights are central to the Council’s vision of being a fair, inspired, thriving and connected city. The <u>Council’s People Strategy and People Plan for 2017-20</u> provides a clear line of sight from the Council’s <u>Business Plan</u> and describes the people opportunities and challenges the Council faces 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. Council values are linked to performance through a number of routes, including our <u>approach to performance</u> co-produced with employees. The Council’s response to Serious Organised Crime is facilitated through a Council-wide group. This includes coordinating disparate services to ensure consistency of approach, governance and reporting, and compliance to the duties outlined in <u>Scotland’s Serious Organised Crime Strategy</u>. <u>Contract Standing Orders</u> – establish the principles of transparency, equal treatment, non-discrimination and proportionality in how the Council procures its goods, services and works. <u>Grant Standing Orders</u> – provide guidance, controls and regulate the grant application and award process throughout the Council and on behalf of the Edinburgh Integration Joint Board (EIJB). The Council’s Monitoring Officer (the Council’s Head of Legal and Risk) actively investigates any significant issues coming to his attention, whether through whistleblowing, complaints or other avenues. This has on occasion resulted in reports to Full Council, demonstrating scrutiny at the highest level and that any issues are actively managed. The Council’s Information Governance team manages the Council’s complaints system and the relationship with the SPSO. The Council’s current complaints policy was agreed by CP&S Committee in <u>August 2018</u>. Since April 2018, new leaders joining the City of Edinburgh Council and newly promoted leaders within the Council are invited to a welcome event. This takes place every 4-6 weeks, led by the Chief Executive. The aim is to welcome new leaders, help them understand their leadership role, help to develop their leadership skills and introduce them to our leadership culture. New leaders are also expected to complete relevant essential learning on key council policies as part of their induction. A dedicated space has been created on the Council’s e-learning platform for new leader essential learning. The Pensions and Trusts Committee adopted, on behalf of Lothian Pension Funds, the United Nations Principles for Responsible Investment and a revised Statement of Investment Principles in March 2008. Material non-compliance with standards is reported to Committee. For example minor non-compliance with Public Sector Internal Audit Standards was reported to Governance Risk and Best Value Committee on <u>31 July 2018</u>. 	
Supporting principle	1.2 Relationship with External Providers	
Requirement of the Council’s Framework	1.2.1 Ensuring the organisation’s ethical standards are understood and upheld by external providers of services.	Score out of 10: 7
Evidence of compliance and links	<p>The Council has strong controls in place to ensure external providers of services understand the organisation’s aims and ethical standards. A number of open internal audit actions on first-line supplier and contract management are currently being progressed.</p> <ul style="list-style-type: none"> The Council’s Annual Assurance Process, which seeks assurance on ethical standards, includes significant Council companies and the Joint Boards. This process informs the Annual Governance Statement reported to Governance, Risk and Best Value Committee before Full Council as part of the <u>un-audited financial accounts</u>. The Council’s <u>Contract Standing Orders</u> are the legal and operational rules for how the Council buys goods, services and works from external providers. The Contract Standing Orders require all contractual arrangements entered into to comply with the Council’s equality and sustainability requirements and policies, to encourage fair working practices and payment of the Living Wage and, where appropriate, contractual or procurement arrangements shall include the use of community benefit clauses. Under the Contract Standing Orders service areas must engage with Commercial and Procurement Services for all proposed purchases in excess of £25,000 in value, to help ensure the Council’s strategic procurement objectives, as set out in the Sustainable Procurement Strategy adopted in March 2020, are secured through that purchasing activity, including those 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. It is noted that should a contract be adopted from the Scottish Government Framework these standards are also included within the procurement 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. 	

	<ul style="list-style-type: none"> Following a risk assessment where the Council has agreed an action which is non-compliant with Contract Standing Orders, the action is recorded and noted publicly via Committee meeting transparency obligations and providing challenge to the decision. Template procurement documentation including terms and conditions is drafted with advice from Legal Services. On larger projects and bespoke contracts, specific legal advice is obtained. Legal obligations imposed upon contractors cover the Council’s ethical standards in relation to matters such as community benefits, environmental and sustainability impact and workers’ rights. <u>The Council’s Fair Trade Policy, Sustainable Procurement Policy, Charter against Modern Slavery and Construction Charter Commitments</u> and <u>sustainable procurement</u> are also included in the tender submission documents where appropriate. The Council’s <u>Grant Standing Orders</u> apply (with certain exceptions) to all grants made by or on behalf of the Council including those in accordance with directions by the EIJB. The <u>Grant Standing Orders</u> require that the allocation and subsequent use of grant funding must reflect the priorities of the Council its subsidiaries and partners and where appropriate the EIJB. <u>The Grant Standing Orders</u> provide guidance, controls and regulate the grant application, assessment and award process to third parties to improve social, environmental and economic outcomes for Edinburgh’s citizens and communities. Grant agreements require the grant recipient to have in place proper employment, recruitment and selection practices, disclosure checks where appropriate and comply with all equal opportunities’ requirements. The Council’s <u>Standard Conditions of Grant</u> states that organisations in receipt of a grant should have policies and practices in place which should minimise any detrimental environmental impacts and complement the Council’s commitment to protecting and improving Edinburgh’s environment for future generations, that organisations must make a commitment to mainstream equalities and rights in accordance with the <u>Equality Act 2010</u> and comply with a range of Council policies and aims. The Council expects grant funded organisations to adopt policies which comply with fair work practices and promote fair and equal pay, including the Living Wage and in terms of its practices employing staff and volunteers and in providing services, the organisation should be able to demonstrate that it: advances equality of opportunity; fosters good relations; and eliminates any unlawful discrimination, harassment and victimisation. The Council’s <u>Standard Conditions of Grant</u> determines that organisations in receipt of a grant must have a commitment to mainstream equalities and rights in accordance with the <u>Equality Act 2010</u>. The Contract and Grants Management team ensure effective ongoing management of third-party contracts (once procured) by Directorates and Divisions. The team provides ongoing support to all Council service areas with management of their third party supplier risks, and contract (and sub contract) performance management by developing and implementing a contract management framework, comprising a contract management manual and toolkit to support Divisions and ensure that consistent contract management processes are applied across the Council in line with the contract management principles and Executive Director responsibilities for contract management specified within the <u>Council’s Contract Standing Orders</u>. The Council has established a Grant Managers Forum and a Contract Managers Forum, the former which meets bi-monthly and the latter which meets monthly, chaired by Commercial and Procurement Services, to help support service areas in their application of the <u>Grant Standing Orders</u> and the <u>Contract Standing Orders</u>. The Council prepares an <u>annual procurement report</u>, which is reported to Committee, then submitted to the Scottish Government and published on the Council’s website, to give transparency to the Council’s external spend with suppliers, and report on its compliance with the procurement regulations and performance against its procurement strategy. The Council has a <u>Sustainable Procurement Strategy</u> 2020-2025 that is approved by Committee.
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Supporting principle	1.3 Respecting the rule of law	
Requirement of the Council’s 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.	Score out of 10: 8
Evidence of compliance and links	<p>The Council is committed to adhering to the rule of law and has a strong framework to ensure effective controls are in place and respond to changes in legislation.</p> <ul style="list-style-type: none"> The Council has appointed statutory officers as follows: <u>Monitoring Officer</u>, <u>Head of Paid Service</u>, <u>Head of Finance</u> (section 95 officer), <u>Chief Education Officer</u>, <u>Chief Internal Auditor</u>, <u>Chief Social Work Officer</u> and <u>Data Protection Officer</u>. Procedure is in place for the <u>Head of Finance</u> (section 95 / chief financial officer) to withdraw reports that have not received the appropriate financial sign-off. Members are encouraged to seek advice from senior officers on legislative and regulatory matters and are offered appropriate training. <u>Employee Code of Conduct</u> approved by Corporate Policy and Strategy Committee in August 2012. The Section 95 Officer/Chief Financial Officer’s responsibilities are set out in the <u>Financial Regulations</u>. The Section 95 Officer/Chief Financial Officer is a standing member of the Corporate Leadership Team. 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. A <u>Strategic Plan 2019-22</u> has been agreed and published. The Council is also co-signatory to the <u>Scheme of the Establishment of the Edinburgh Integration Joint Board (EIJB)</u> and as such complies with the legislative requirements of the <u>Public Bodies (Joint Working) (Scotland) Act 2014</u>. The Chief Social Work Officer provides an <u>annual report</u> to the Policy and Sustainability Committee. The Council’s Health and Safety Senior Manager provides an <u>annual report</u> on health and safety performance to the Finance and Resources Committee. The <u>Internal Audit Opinion</u>, a requirement of Public Sector Internal Audit Standards (PSIAs), includes the required details on Internal Audit independence. Renewed focus on the internal control environment through delivery of the annual internal audit plan continues to identify areas for improvement, and is helping drive better understanding and focus on closing agreed management actions which should create a more strongly controlled environment. Team Central was implemented in July 2018. The system helps to ensure that control weaknesses identified by Internal Audit are appropriately addressed by timely implementation of agreed management actions and provision of evidence by management to confirm that the actions have been effectively implemented and sustained, and ensure that risks identified in Internal Audit reports are being appropriately managed. Where management actions have not been implemented by the agreed date, details are provided monthly to the Corporate Leadership Team and quarterly to the Council’s Governance, Risk and Best Value Committee. Internal Audit progress is reported to the Corporate Leadership Team on a monthly basis, reviewing progress with management actions and with the delivery of the internal audit plan. <u>Committee Terms of Reference and Delegated Functions</u> and <u>Scheme of Delegation to Officers</u> are regularly reviewed. These terms of reference and delegated functions set out the powers delegated by the City of Edinburgh Council to its officers, committees and sub-committees pursuant to the Local Government (Scotland) Act 1973. Contracts of employment, job descriptions, the <u>Employee Code of Conduct</u>, HR policies and the <u>Scheme of Delegation to Officers</u> are clear on the responsibilities given to job roles and/or individuals. Promotion of codes of conduct of regulatory bodies such as Scottish Social Services Council (SSSC) and General Teaching Council Scotland (GTCs). The council has developed with its partners a Local Outcome Improvement Plan and Locality Improvement Plans, to ensure the planning and partnership working arrangements in the city meet the legislative requirements set out in <u>the Community Empowerment (Scotland) Act</u> The Community Empowerment (Scotland) Act additionally sets out a range of duties to allow community bodies to ask the Council, or other public bodies, to be involved in decisions and have a greater role in improving outcomes for their communities. This includes the establishment of participation requests and duties in relation to asset transfer. The Council approved its approach for managing participation requests in March 2018 and reviewed its existing asset transfer policy to ensure it meets the new legal requirements. HR have established Right to Work, PVG, SSSC and Driver checks for Council Officers and have jointly developed and implemented IR35 compliance arrangements with Procurement. <u>The Council Health and Safety Strategy and Plan 2018-20</u> was approved by the Finance and Resources Committee (March 2018). This has seen the introduction of the IOSH Leading Safely course to the wider leadership team (100 senior managers); the <u>Water Safety Policy</u> and the Chief Executive chairing the Health and Safety Group. Health and Safety issues are reported on a weekly basis to the Corporate Leadership Team to ensure that any significant issues can be escalated and responded to quickly. 	

Requirement of the Council's Framework	1.3.2 Dealing with breaches, corruption and misuse of power effectively.	Score out of 10: 9
Evidence of compliance and links	<ul style="list-style-type: none"> The Monitoring Officer is the Head of Legal and Risk and was appointed by <u>Council on 4 February 2016</u>. 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 and report his findings to full Council. Legal Services will report breaches of legal and regulatory provisions to senior management (primarily through Head of Legal and Risk and Monitoring Officer). Serious breaches may be dealt with by the Monitoring Officer. 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. Staff at all levels will report breaches of the Council's statutory obligations under the Data Protection Act, 2018 to the Council's Data Protection Officer via the Information Governance Unit. This is done through an established and revised <u>Personal Data Protection Procedure</u> (February 2018). High risk breaches will then be reported by the Data Protection Officer to the UK Information Commissioner. The Council's <u>Whistleblowing Policy</u> mandates an independent service provider with authority to decide on the categorising of disclosures and manner of investigations, with investigation outcomes reported quarterly to the Governance, Risk and Best Value Committee. The whistleblowing service is subject to regular re-procurement with elected member input in the design of procurement requirements. The Council's risk management framework requires divisions and directorates to record the risks associated with any potential breaches of applicable regulations or policies in risk registers and implement appropriate actions to ensure that they are addressed. Internal Audit will also report any instances of breaches or non-compliance with applicable regulations and policy where these are identified through delivery of the audits included in the Council's annual internal audit plan. Scrutiny of <u>internal</u> and <u>external</u> audit reports by Governance, Risk and Best Value Committee. The <u>Council Health and Safety Strategy and Plan 2018-20</u> was approved by the Finance and Resources Committee (March 2018) Monitoring arrangements have been introduced to ensure that recommendations and management actions resulting from whistleblowing and Monitoring officer investigations are completed. Internal Audit will dip sample completed actions on an ongoing basis. Relevant policies and procedures are in place: <ul style="list-style-type: none"> <u>Disciplinary Procedure</u> <u>Anti-bribery Policy</u> <u>Fraud Prevention Procedure</u> 	
Principle 1 - Improvement plan	1) By the end of 2020, all policies within the Health and Social Care Partnership will be reviewed and a review framework will be put in place. 2) Review of SHE within the Communities and Families service to be undertaken with Corporate Health and Safety to ensure the portal is being used efficiently and effectively and that improvements are made where required for example looking at the use of licenses in establishments. 3) Review of Contract Standing Orders and Grant Standing Orders to be submitted to Council in late 2020. 4) Strengthening of policy framework through full Implementation of 2019 audit actions. 5) Disciplinary Procedure to be updated.	1) Executive Director of Health and Social Care 2) Executive Director of Children and Families 3) Chief Procurement Officer 4) Head of Strategy and Communications 5) Executive Director of Resources

Principle 2	Ensuring openness and comprehensive stakeholder engagement	
Supporting principle	2.1 Openness	
Requirement of the Council's Framework	2.1.1 Demonstrating an open culture through decisions that have been subject to consultation and/or engagement, are public, evidenced, impact assessed and, where necessary, justification for confidentiality explained.	Score out of 10: 8
Evidence of compliance and links	<p>The Council is committed to ensuring open and transparent decision-making and that people and communities are engaged in the process of policy development ahead of decisions being taken. We always consult on all major decisions of the Council. Ensuring open decision making is fundamental to ongoing trust in the democratic process. As budget pressures only increase over the coming years, trust from the public is fundamental and to that end the Council intends to redouble its efforts through its Change Strategy.</p> <ul style="list-style-type: none"> The <u>Access to Information Act 1985</u> 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. <u>Webcasting of Council and major committees</u>, with access to archive recordings for five years. All Council and Committee reports and decisions are recorded and are available on the CEC <u>website</u>. This allows stakeholders to subscribe to receive meeting papers. The committee <u>report template and guidance</u> includes standard sections that provides the necessary information for elected members to take decisions with clear explanation of key considerations. The committee report template includes the requirement to conduct an Integrated Impact Assessment on relevant equalities and sustainability considerations and detail its outcomes. A <u>public record of these</u> is maintained on the Council's website. 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 <u>Committee Terms of Reference and Delegated Functions</u> . <u>Council Diary</u> arrangements reported to Council annually. The <u>Scheme of Delegation</u> sets out the powers delegated by the City of Edinburgh Council to officers, pursuant to the <u>Local Government (Scotland) Act 1973</u>. 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. 	

	<ul style="list-style-type: none"> Copies of agendas, minutes and reports for all Council and committee meetings are held by Edinburgh City Archives. Members have the opportunity to challenge officers submitting reports at Agenda Planning Meetings and committee. <u>Petitions</u> procedure streamlined as part of the review of <u>political management arrangements</u>. (June 2017). <u>Deputations</u> (representative of a group or organisation speak at a committee meeting on a subject of their choice) are welcomed to feed into policy making at Council and Committees. Statutory requests for information are dealt with via an established process. Council responses are routinely made publicly available through its <u>FOI Disclosure Log</u>. Complaints made to the Council are dealt with under the <u>Council’s Complaints Procedure</u>, which has a clear outline of responsibilities, timescales and escalation routes to the Scottish Public Services Ombudsman. This procedure is available on our website for the public and on the Orb for staff. There is a Corporate Complaints Management Group which promotes and facilitates better complaints management throughout the organisation. <u>Edinburgh People Survey</u> measures satisfaction with key universal services and highlights where further research or consultation may be necessary. The Council’s online <u>Strategy and Performance</u> 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 Council regularly consults and engages with stakeholders and members of the public on its plans and policies. Methods to seek feedback include 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 and records are available via our <u>Consultation Hub</u>. Budget Workshop groups are held with Council colleagues and Edinburgh citizens using the Council’s group engagement tool, developed in 2018 and updated in 2019. Feedback from these workshops is fed into the budget process. Honesty and transparency is enshrined in the <u>protocol for member officer relations</u> in decision-taking and advice giving. Financial impact reporting arrangements are embedded in the <u>financial regulations</u>. <u>Contract Standing Orders</u> ensure that proper procedures are adhered to throughout the procurement process and that there is compliance with relevant sustainable development and equality requirements required by law and co-production with key stakeholders is planned as appropriate. <u>Contract Standing Orders</u> demonstrate the Council’s compliance with the general principles of equal treatment, non-discrimination, transparency and proportionality. Procurements must not be designed with the intention of unduly favouring or disadvantaging any potential tenderer. <u>Contract Standing Orders</u> clearly demonstrate the Council’s open approach to tendering processes and details relevant values and associated purchasing procedures for all potential contracts including appropriate approval and delegation levels. The Council also reports awards of contract and related activity conducted through delegated authority to committee every 6 months, to provide greater transparency of such purchasing activity. <u>Grant Standing Orders</u> – provide guidance, controls and regulate the grant application and award process throughout the Council and on behalf of the Edinburgh Integration Joint Board (EIJB). 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 <u>annual performance report</u> includes insight from the Edinburgh People Survey which is the largest local authority survey of its type in the UK. <u>Locality Improvement Planning</u> - each locality has produced a locality improvement plan based on a significant programme of community engagement with local stakeholders and the wider community. The engagement was delivered by a range of partners involving a wide variety of methods and focussing on service users and people experiencing the greatest inequality. Through this process communities of place, interest and identity identified their priorities and will continue, through ongoing dialogue and engagement, to influence the design and delivery of services to improve outcomes in their areas. <u>Community Planning</u> - The Edinburgh Partnership governance model offers the opportunity to enhance community planning arrangements at all spatial levels in the city. A key area of the locality-based working has been to involve communities in decision making on the use of devolved funds such as the Community Grants Fund. This role has further been strengthened with the ongoing use of participatory budgeting, such as Leith Chooses, which has increased local democratic decision making, promoted a greater understanding of public budgets and encouraged communities to develop their own solutions to issues. <u>Service Developments</u> – the development of facilities and new services are planned and delivered in consultation with local communities with changes and improvements seeking to reflect identified local need where possible e.g. upgrades to local playparks; library service refurbishments <u>Participatory Budgeting</u> – local communities are increasingly involved in having a say on the allocation of small grants, and neighbourhood environment improvement funds through participatory budgeting, with the development of a range of creative ways both digital and events based to engage greater numbers of local people. E.g. Leith Chooses <u>Place Improvements</u> – linked to the bullets above, Locality teams are regularly engaged in significant local stakeholder consultation on wider public realm projects – eg. Trams to Newhaven, Meadowbank Redevelopment, Regeneration of Craigmillar Town Centre, India Quay etc, as well as very localised engagement and consultation regarding locally prioritised environmental improvement projects, reported back through Neighbourhood Networks
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Supporting principle	2.2 Engaging comprehensively with institutional stakeholders	
Requirement of the Council’s Framework	2.2.1 Ensuring effective engagement with clarity of purpose, objectives and intended outcomes.	Score out of 10: 7
Evidence of compliance and links	<p>Engagement with institutional partners is facilitated through a number of different forums as well as more bilateral relationships. The council has strong relationships with the rest of the public sector through the Edinburgh Partnership, the business community through the Edinburgh Business Forum, the NHS through the IJB and the Edinburgh Third Sector, neighbouring local authorities through City Region Deal governance and the Scottish Government and other Scottish local authorities through our membership of COSLA and the Scottish Cities Alliance. Engagement with institutional stakeholders can take a variety of forms and is determined by the nature of the relationship and the activity being undertaken. Further evidence of our engagement includes:</p> <ul style="list-style-type: none"> Engagement with the Scottish Government through our Membership of COSLA and the Scottish Cities Alliance. Development of regional partnerships through new regional governance arrangements taken forward by the Edinburgh and South East Scotland City Region Deal which include the six regional authorities, both governments and their agencies and the tertiary and third sectors. A Joint Committee to take this forward has been formally established as has a Regional Enterprise Council which will provide private and third sector leadership to regional engagement. The business community through the Edinburgh Business Forum as well as a number of sector-based groups such as The Edinburgh Planning Forum and the Edinburgh Tourism Action Group. Key resilience stakeholders are engaged through the Multi-Agency Scottish Resilience Structure. In reporting to Committee, all consultation and engagement activities relating to Council decisions are outlined and required to be published as part of reports. The work of localities and strategic 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 of communities. The city’s Community Planning Partnership (Edinburgh Partnership) formally endorsed and approved the EP <u>Community Plan 2018-28</u>, on 30 October 2018. The Plan sets out the partnership’s commitment to work together to reduce poverty and inequality within the city and improve the quality of life for all. The plan identified the issues that require sustained joint action to make a difference and is based on what communities have identified are issues for them and their areas. It is focused on three strategic themes: enough money to live on, access to work, learning or training opportunities and making sure people have a good place to live. The Plan was approved by the EP Board, which comprises 19 representatives drawn from public, third sector and community bodies. To better support work at a local level, the Council and its partners work to four co-terminus locality areas. In addition, the Council and its partners have established four locality community planning partnerships as part of the new community planning governance arrangements. These will involve community representatives in improving service coordination and partnership activity in each area. Covid-19 has delayed their launch but it is hoped they can be up and running by September 2020. 	

	<ul style="list-style-type: none"> The Council and its partners are also focused on addressing citywide issues through four strategic partnerships covering community safety, children’s services, community learning and development and city outcomes to address poverty and inequality 	
Requirement of the Council’s Framework	2.2.2 Developing partnerships based on trust, shared commitments, a challenge culture and added value.	Score out of 10: 7
Evidence of compliance and links	<p>The Council has a robust framework for partnership working which can be seen through the Edinburgh Partnership, the Integration Joint Board and City Region Deal Framework. This partnership approach has encouraged innovation and facilitates collaborative engagement.</p> <ul style="list-style-type: none"> The Edinburgh Partnership (EP) is made up of a Board, four strategic partnerships, four locality partnerships and 13 neighbourhood networks. 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 2018-28 includes three strategic priorities that have been agreed on the basis of resourced commitments being made by community planning partners. The aim of the partnership is to work together to address common problems and to hold partners to account in terms of partnership services. During 2018 the EP Board carried out a review and consultation of its governance arrangements and developed a Local Outcome Improvement Plan (Community Plan) in response to the legal requirements of the Community Empowerment (Scotland) Act 2015. The new plan states the ambitions to further strengthen approaches to change, challenge and effective partnership working in tackling poverty and inequality in the city. Locality Improvement Plans, also a legal requirement, were approved in November 2017 following a period of extensive consultation with communities and public and voluntary sector partners. To better support work at a local level, the Council and its partners work to four co-terminus locality areas. In addition, the Council and its partners have established four locality community planning partnerships as part of the new community planning governance arrangements. These will involve community representatives in improving service coordination and partnership activity in each area. [Covid-19 has delayed their launch but it is hoped they can be up and running by September 2020.] The Council and its partners are also focused on addressing citywide issues through four strategic partnerships covering community safety, children’s services, community learning and development and city outcomes to address poverty and inequality 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 Integration Joint Board (EIJB) is a formally constituted decision-making body set up under the provisions of the Public Bodies (Joint Working) (Scotland) Act of 2014. It is a formal board whose membership comprises Non-Executive Directors of NHS Lothian and Elected Members of City of Edinburgh Council. It is required to act as a single body rather than the sum or ‘sides’ of its membership and its operational requirements are set out in the agreed Scheme of Establishment. The IJB is required to have in place as its accountable officers a Chief Officer and Chief Finance Officer and it sets out its aspirations in its Strategic Plan. The operational element which delivers the IJB’s strategic intention is the Edinburgh Health and Social Care Partnership (EHSCP). Led by the Chief Officer and Executive team the partnership brings together the operational, planning and delivery oversight of a range of adult social care services with a number of community health and hospital-based services in Edinburgh. The aim is to improve the health and wellbeing of citizens by joining up the planning and delivery of health and social care services previously delivered separately by The City of Edinburgh Council and NHS Lothian. The IJB also includes, as non-voting members, professional, carer and service user members to ensure that all views are incorporated in planning and instructing strategic objectives. Council Health and Safety Forum with Trades Unions meets quarterly to ensure appropriate level of consultation and engagement on health and safety matters. Partnership meetings with trade unions take place on a regular basis at a council wide and service area level. We consult trade union colleagues on people related/cultural change developments, e.g. new and revised HR policies, learning at work and our new approach to performance etc. The Council recognises eight trades unions for the purposes of collective bargaining. To help the consultation and negotiation process, the trades unions have appointed a staff side secretary covering all non-teaching staff and another covering teaching staff. The Council has a Working Together Protocol, which sets out the way that management and the trades unions should work together to achieve their shared goals and common interests and the behaviours expected from both sides. The full City Region Deal was agreed in July 2018 by the City Region and both National governments. It consists of a range of partners, including six councils, four universities and the involvement of the business and third sectors. The Council is participating in key national activities as an active member of COSLA and SOLACE, along with engaging in local activities. 	
Supporting principle	2.3 Engaging with individual citizens and service users effectively	
Requirement of the Council’s Framework	2.3.1 Ensuring effective engagement with clarity of purpose, objectives and intended outcomes.	Score out of 10: 7
Evidence of compliance and links	<p>The Council has made significant efforts over recent years to improve the way we engage and consult with citizens and communities moving towards a significantly more digitally enabled approach. There is however more work to do to sustain and broaden our approach in this regard to ensure we are improving outcomes.</p> <ul style="list-style-type: none"> 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 included an extensive exercise to engage the community to inform the development of the Locality Improvement Plans required under the Community Empowerment (Scotland) Act 2015. Meaningful engagement is the primary aim of the neighbourhood network approach, which provides opportunities for all members of the community to participate, influence and shape activity on an ongoing basis. 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. Communities are encouraged and supported to be involved in a wide variety of ways, for example a series of workshops were held across localities leading to the development of the Locality Improvement Plans. The Council has 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. The Edinburgh People Survey methodology ensures statistically representative results at ward level in terms of age and gender and at citywide level for age, gender and ethnicity. The Council communicates on its budget proposals with workshop groups representing colleague stakeholder groups. This has recorded high engagement levels and positive feedback. Complaints Policy approved by Policy & Sustainability Committee. The work to develop the Integration Joint Board’s understanding of the local population is done through ongoing dialogue with service user and partner agency representation at regular JSNA (Joint Strategic Needs Assessment) stakeholder group meetings. 	
Requirement of the Council’s Framework	2.3.2 Developing effective communication methods that encourage, collect and evaluate views and experiences while ensuring inclusivity.	Score out of 10: 7

Evidence of compliance and links	<p>The Council has made significant efforts over recent years to improve the way we engage and consult with citizens and communities.</p> <ul style="list-style-type: none"> ▪ The Council regularly consults and engages with stakeholders and members of the public on its plans and policies. Methods to seek feedback include 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 and are available via our Consultation Hub. ▪ The Council has established corporate accounts on the following social media platforms Twitter, Facebook, Pinterest, Flickr, YouTube and LinkedIn. A specialist account has been established to enable officers in Customer Services to address specific concerns raised by members of the public. ▪ To inform the decisions made within the 2020/21 budget process, fifty workshop groups were held with Council colleagues and Edinburgh citizens between July and October 2019, all using the Council's group engagement tool, developed in 2018 and updated in 2019, for discussion. Feedback from these workshops was positive, with 93% of participants agreeing the tool was a good way of engaging them and 46% feeling their views had changed as a result of participating. ▪ The locality improvement plans set out effective mechanisms for providing feedback on how stakeholder views have informed service development and delivery as well as ongoing performance monitoring. This is a core element of the National Standards for Community Engagement which have been adopted by the Council. ▪ Engagement activity is designed to address the involvement of all stakeholders, with mapping and demographic data informing approaches. ▪ Annual survey of communities and other stakeholders about impact of community payback work within their area is included in annual community payback report. ▪ Engagement in feedback activities through public performance reports or local engagement events forms a critical element of the partnership's work, with this informing the development of plans and strategies including LIPs and LOIPs. The EP focuses on co-production approaches to ensure the views of citizens are taken into account. The establishment of the neighbourhood networks is designed to strengthen the partnership's approach to ensuring communities influence and shape community planning in the city. ▪ EP supports the Edinburgh Equality and Rights network (EaRN) to ensure communities of interest are engaged with and supported in community planning activity. 	
Requirement of the Council's Framework	2.3.3 Ensuring consideration of future needs and the impact of decisions on future generations.	Score out of 10: 7
Evidence of compliance and links	<p>The council has agreed a 2050 City Vision with the express intention of ensuring we have a city that meets the needs of future generations. This goes alongside a clear strategic framework for this council period and integrated impact assessments. The Council's strategic planning arrangements form part of the scope for Audit Scotland's 2020 Best Value Audit. This will be reported later this year.</p> <ul style="list-style-type: none"> ▪ 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. ▪ The Change Strategy framework was published in 2019 and runs until March 2023. ▪ 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. A Strategic Plan 2019-22 has been agreed and published ▪ The Council's Financial Regulations 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 twelve 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 2018/19 Annual Audit Report, with the annual Risks and Reserves report considered as part of the budget process also identified as an area of good practice. Regular revenue monitoring reports are submitted to Finance and Resources Committee and Full Council. Under the Scheme of Delegation only Full Council can approve the accessing of reserves. ▪ 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 specific report writing guidance 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 three-year financial framework 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. The Treasury Management Strategy is reviewed and subject to annual approval by the Council. ▪ 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. ▪ The Council has approved its approach to participation requests as required by the Community Empowerment (Scotland) Act and reviewed its existing asset transfer policy to ensure compliance with the new legal duties. Asset transfers require committee approval and this control was utilised successfully in the transfer of Duncan Place Resource Centre. ▪ The 2050 Edinburgh City Vision was due to be publicly launched on 30 March 2020. [Policy and Sustainability Committee welcomed and endorsed the 2050 Edinburgh City Vision on 11 June 2020] ▪ The Council is undertaking a two-year poverty commission to understand consequences of poverty in Edinburgh and is committed to a 2030– net zero carbon target supported by an independent sustainability commission, to support change. 	
Principle 2 - Improvement plan	<p>1) To fully establishing Local Community Planning Partnerships - September 2020</p> <p>2) To launch the Council's Adaptation and Renewal Programme with the intention of managing the recovery of the city and the organisation from the coronavirus pandemic. This includes five workstreams with CLT member oversight designed to target separate areas of the recovery and will lead to the publication of a new Council Business Plan in Autumn 2020.</p> <p>3) A "reset" of the current year's budget is targeted for October 2020 and a revised three-year budget by February 2021.</p>	<p>1) Head of Strategy and Communications</p> <p>2) Chief Executive/CLT</p> <p>3) Executive Director of Resources</p>

Principle 3	Defining outcomes in terms of sustainable economic, social, and environmental benefits
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Supporting principle	3.1 Defining outcomes	
Requirement of the Council's Framework	3.1.1 Having a sustainable vision for the organisation which sets out strategy, forward planning and impact on stakeholders.	Score out of 10: 8
Evidence of compliance and links	<p>The Council has a business plan and performance framework in place to drive clear strategic planning and performance management. The business plan and performance framework will be refreshed as part of the Adaptation and Renewal programme which will provide further opportunity to develop and embed a culture of performance management across the Council. The Council's strategic planning arrangements form part of the scope for Audit Scotland's 2020 Best Value Audit. This will be reported later this year.</p> <ul style="list-style-type: none"> ▪ <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. ▪ 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. ▪ <u>Locality improvement plans</u> have been developed to meet the requirements of the <u>Community Empowerment (Scotland) Act 2015</u>. 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 that plans are tailored to fit the individual needs and aspirations of each area. The development process for the plans has been subject to an Integrated Impact Assessment and the plans screened under <u>Schedule 2 of the Environmental (Scotland) Act 2005</u>. ▪ The Council's <u>People strategy</u> 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 the strategy sets out our commitment to each other within our workforce as well as to our citizens and communities. ▪ 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 <u>in 2009</u>. The expenditure and income assumptions underpinning the plan are subject to at-least six-monthly review, with the results considered by the Finance and Resources Committee. ▪ 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, a "Budget Book" has been created for Elected members to give them additional information and context when making complex budget decisions. Breaking down the approved expenditure by service area and directorate to show how our money is spent in a clearer and more transparent way. ▪ The mainstreaming of participatory budgeting forms a key action to achieve the Council's strategic aim of being "An Empowering Council". The Council has continued to support participatory budgeting in the city as a key approach to improving local democracy and strengthening the role of communities in the decision-making process. Funding was also secured from the Scottish Government's Community Choices programme to support the delivery of the Joined Up for Integration Project and a Participatory Budgeting Champions Programme. Through this programme 38 people from public, voluntary and community sectors were trained and now form a core group of practitioners to assist in the development of the approach in the city. 	
Supporting principle	3.2 Sustainable economic, social and environmental benefits	
Requirement of the Council's Framework	3.2.1 Ensuring that policies and plans are sustainable and balance the needs of all economic, social and environmental stakeholders.	Score out of 10: 6
Evidence of compliance and links	<p>The Council's Integrated Impact Assessment incorporates the following areas: Equality, Human Rights, Sustainability, Environment and Economy. It has been developed to support us to meet our legal duties, including those arising from the <u>Environmental Impact Assessment (Scotland) Act</u> and the <u>Climate Change (Scotland) Act</u>, and will be used as evidence for the Fairer Scotland Duty. It is carried out for any plan, strategy or proposed service change that may have an impact on equalities, the environment or the economy. Further, each report to Committee must include an assessment of the impact on sustainability. This area has been reviewed by Internal Audit and improvements are currently being progressed through open audit actions. In July 2020 the Council responded to the Edinburgh Climate Commission and agreed to a range of measures included incorporation of a green recovery into it's Adaptation and Renewal Programme and the principle that public stimulus and investment decisions should positively contribute to the Council's carbon target.</p> <ul style="list-style-type: none"> ▪ <u>The Council's Equality, Diversity and Rights Framework</u> 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. ▪ The Council's <u>Equality and Diversity Policy</u> was agreed at Committee on 8 August 2017. ▪ Economic and social benefits are not specified requirements when policy and planning decisions are taken, however they are fundamental in the <u>Council's Business Plan</u> and are therefore implicit in the decision making of the Council. ▪ The Committee <u>Report writing template and guidance</u> includes a requirement for authors to detail all relevant information to ensure that the decisions being taken are open and transparent where benefits and impacts are in conflict. ▪ 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. ▪ <u>The Programme for the Capital: The City of Edinburgh Council Business Plan 2017-22</u> forms 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 will comprise the 2050 City Vision, Community Plan and Local Development Plan, Locality Improvement Plans, Council Strategies and Directorate Business Plans. ▪ <u>Petitions</u> procedure implemented as part of review of <u>political management arrangements</u>. (June 2017). ▪ Deputations (representative of a group or organisation speak at a committee meeting on a subject of their choice) are welcomed to feed into policy making at Council and Committees. ▪ The Council's Strategy and Communications service gathers extensive information about the social and demographic attributes of residents and analyses this to provide input into policy decisions. ▪ The Council consults and engages about service prioritisation and policy with residents through its budget engagement activity. ▪ The new community plan (<u>LOIP</u>) was established in October 2018. ▪ The Council's Sustainable Procurement Strategy, adopted in March 2020, has seven key strategic objectives to guide the Council's purchasing activity, one of which is to contribute to the Council's net carbon target. 	
<u>Principle 3 - Improvement plan</u>	1) Development of a carbon scenario tool with ECCL as part of the sustainability programme. 2) Carbon targets and green recovery goals will be integrated into a new Council Business Plan and Economy Strategy to be submitted during Autumn 2020	1) Head of Strategy and Communications 2) Head of Strategy and Communications

	3) Consultation results and a revised mobility strategy will be submitted to committee by the end of 2020.	3) Head of Strategy and Communications
	4) To establish a Black and minority Ethnic Equality Workers Forum.	4) Executive Director of Resources.
	5) A programme of activities has been set out including aiming to have developed a 2030 strategy by June 2020.	5) Head of Strategy and Communications

Principle 4	Determining the interventions necessary to optimise the achievement of the intended outcomes	
Supporting principle	4.1 Determining interventions	
Requirement of the Council’s 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.	Score out of 10: 7
Evidence of compliance and links	<p>The Council has a strong framework to support decision makers, in particular elected members. This is even more important in a changing environment with the Council having a minority administration. How elected members are supported, and the information provided to enable strong scrutiny and decision making, has to be flexible as those needs crystallise. The Council needs to continually adapt to ensure it is agile enough to maintain this strong framework. A clear framework exists for officer decision making; including the Scheme of Delegation, financial instructions from the Council and Contract Standing Orders.</p> <p>Enhanced and earlier scrutiny of approved budget proposals has contributed positively to the proportion subsequently delivered. There is still a need in some cases however for financial decisions taken by individual service areas to take greater account of monetary and other impacts elsewhere within the Council, such that best overall use is made of scarce resources.</p> <p>To Council operates to the decision-making framework established by the <u>Scheme of Delegation and Committee Terms of Reference and Delegated Functions</u>. This establishes where accountability and responsibility lie for key strategic and operational powers, with Elected Members and Officers feeding into both areas as appropriate.</p> <p>Elected Members</p> <ul style="list-style-type: none"> Committee report template and guidance is regularly reviewed and 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 (most recently in Jan/Feb 2019). The Council has recently implemented a Committee Management System (modern.gov). This updates the online committee paper archive system allowing for better search facilities and provides functionality which allows for the secure electronic transmission of private committee reports and information. A bespoke committee paper app has been provided to elected members which allows for secure access and personal annotation of committee reports. Workshops and briefing notes are regularly used to support Committee reports. Members have the opportunity to challenge officers submitting reports and ask questions at both agenda planning meetings and committee. All Council and Committee reports and decisions are recorded and are available on the CEC web site via <u>Council papers online</u> , from May 2003). Regular email, face-to-face and one-to-one briefings take place with elected members. Deputations (representative(s) of a group or organisation to speak at a committee meeting on a subject of their choice) are welcomed at Council and Committees. Petitions process, established in 2012, engages and involves citizens in the democratic process. The process was reviewed in <u>June 2017</u>, to ensure a speedier resolution for petitioners. The Council has developed a Change Strategy to ensure it is improving performance whilst managing its budgets. While the strategy’s principles will only become more important in the coming years, the detail is being reviewed in light of the short and longer-term impacts of the pandemic on the Council’s activities. 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 <u>Locality Improvement Plan</u> development sought the views of communities on the use of assets and the delivery of services in a local context, across organisational silos. Examples of cross stakeholder focus groups (with all party elected member representation) e.g. to develop our Diversity & Inclusion Strategy & Plan. <p>Corporate</p> <ul style="list-style-type: none"> Building on recognised weaknesses in the management and delivery of major change a CLT led Monthly Change Board has been established. This board has agreed a project management tool kit that will ensure all significant projects have full business cases developed prior to committee approval and that benefits are tracked and measured. The operational elements of the development of the Council’s strategic vision (drafting and defining strategic proposals) are managed by the Strategy and Communications Service and presented to elected members at committee level for approval. The Council’s <u>performance framework</u> was agreed in November 2018 and is designed to drive a performance culture. The Commercial and Procurement Service have three Commercial Partners, each with responsibility to liaise and work with different service areas across the Council. The Commercial Partners report to senior management within their service area on procurement activity and compliance. This ensures that good practice and areas of concern can be identified and feed into operational decisions. The Council <u>Contract Standing Orders</u> provide the ‘rule-book’ for procurement and purchasing of supplies, services and works from which a framework of controls is implemented. Commercial and Procurement Services has continued to improve compliance using our Purchase to Pay (P2P) processes to maximise controls available, in parallel implementing new controls for compliance. Regular engagement with service areas continues across all Directorates, providing ‘dashboard’ type reporting and enabling review, analysis and adherence in relation to contractual spend, purchase to pay process, CSOs etc. This ensures the Council is continuously reviewing its performance in relation to best value for procurement of goods and services, offering opportunity for intervention where necessary, to enable achievement of the defined needs. 	

	<ul style="list-style-type: none"> The scope of contract purchases continues to be reported to Finance and Resource Committee on a 6-monthly basis, whilst the Council's Annual Report is both reported to Committee and subsequently submitted to the Scottish Government in order to comply with our obligations under the Procurement Reform (Scotland) Act 2014. This offers transparency in detailing both the scope of procurement activity (both backward and forward looking) and a review of compliance against the Council's Procurement Strategy, with a view to self-evaluation and continuous improvement. Against a backdrop of restricted overall resource availability, additional emphasis has been placed on Executive Directors recognising, and wherever possible containing, associated revenue implications of the decisions being recommended. In recognising that there may be cases where this is not possible, however, some additional provision has been included in the budget framework. The Corporate Leadership Team (CLT) is a body of Executive Directors and Chief Executive, with input from other senior officers, which considers strategic and operational matters, including areas of regulatory compliance, policy compliance, risk and equalities. CLT review audit action follow up, HR performance and Health and Safety data monthly to ensure appropriate scrutiny. 	
Supporting principle	4.2 Planning interventions	
Requirement of the Council's 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.	Score out of 10: 7
Evidence of compliance and links	<p>The Council is building on its existing performance framework with the approval of a 3-year strategic change strategy that will ensure we are taking a long-term approach to improving services and balancing budgets within the context of financial pressures.</p> <ul style="list-style-type: none"> The City of Edinburgh Council Business Plan 2017-22 forms a central part of the 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 Business Plan ensures that Council strategy, the City Vision, the Community Plan, the budget plan, the people plan and Directorate Business Plans reflect the priorities of the public, elected members, partners and our people. A monthly Change Board with representatives from the Corporate Leadership Team and project leads provides oversight of key projects. The Corporate Leadership Team Risk and Assurance Committee meets quarterly and is supported by directorate and relevant divisional risk and assurance committees. Cognos dashboards allow data to be blended from multiple sources (internal and external) and use a wide range of analytical tools to enable a single view of information across the Council. The dashboard will 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 Business Planning process. Urgent decision provision is included within the Committee Terms of Reference and Delegated Functions. The Scheme of Delegation sets out the powers delegated by the City of Edinburgh Council to officers, pursuant to the Local Government (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 three weeks of receipt. The Contract Management Manual) sets out the detailed requirements for the conduct of contract management activity within the Council. A suite of operational documents to support the monitoring and delivery of successful contract outcomes and a central support team to provide guidance and continuity of process and procedure is also in place. An effective Contract Management Framework that is consistently applied by all Council contract owners and managers should ensure that this risk is effectively managed; that procured services achieve Best Value for the duration of the contract; and also support efficient service delivery. Resilience is a statutory, cross-council activity involving internal and external consultation and engagement with a range of partner organisations and stakeholder interests including planning, risk assessment, warning and informing and exercising, as set out in The Civil Contingencies Act 2004, Contingency Planning (Scotland) Regulations 2005 and Preparing Scotland: Scottish Guidance on Preparing for Emergencies. Public Sector Internal Audit Standards require Internal Audit to develop a risk based annual plan that determines the priority of Internal Activity in order to provide assurance on the design and effectiveness of the controls established across the Council to manage its most significant risks. This plan should also be aligned with the Council's strategies and goals. The Council's Corporate Leadership Team reviews progress with implementing management actions to address the risks associated with open Internal Audit findings monthly, with quarterly reporting to the Governance, Risk, and Best Value Committee. HR provision of assurance on an annual basis An Annual Workforce Controls Report and Quarterly Workforce Dashboards are presented to CLT and to Finance & Resources Committee covering the following: <ul style="list-style-type: none"> the number of Full Time Equivalent (FTE) employees, the type of contract they are employed through and the turnover of new starts and leavers; trends on absence rates, including the top five reasons for short and long-term absence; the cost of the pay bill, including the cost associated with new starters and leavers, overtime and agency workers; insight relating to our performance framework including the percentage of annual conversations carried out and recorded. 	
Requirement of the Council's 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.	Score out of 10: 7
Evidence of compliance and links	<p>The Council's performance framework was agreed in November 2018 and is designed to drive a performance culture. Work continues to enable a joined-up approach to performance across the Council using first-class systems including the Business Intelligence programme. This will be aligned with the work of the Adaptation and Renewal programme and driven forward by the development of a refreshed Business Plan and Performance Framework. This approach builds on:</p> <ul style="list-style-type: none"> 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 have been established through engagement with service area senior managers as part of the planning and performance framework. Coalition commitment is in place 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 performance dashboards with 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. The Annual Performance Overview report is presented to Full Council. 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 community plan outcomes. This report aims to promote a 'one Council' approach to deliver on corporate, political and Community Planning priorities. 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. 	

	<ul style="list-style-type: none"> The Strategy and Communication service has developed a Balanced Scorecard for deployment across the Council. Cognos dashboards allow data to be blended from multiple sources (internal and external) and use a wide range of analytical tools to enable a single view of information across the Council. The dashboard will provide deeper insight into performance and service provision and support effective decision making, service planning and improvement. The Governance, Risk and Best Value Committee was established to take the lead role as the Council's main scrutiny panel and is convened by a senior opposition member. The Executive Director of Resources attends 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 Accounts Commission's <u>Best Value Audit Report</u> stated that the Governance, Risk and Best Value Committee 'provides effective scrutiny of the Council's operations and performance.' 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. The Council Companies' Hub was established in <u>June 2016</u> to improve 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. The Annual Assurance Schedule issued to all Heads of Service, Executive Directors, Council Companies and Joint Boards includes sections on risk and performance. The Corporate Risk Team regularly meet with partners to ensure that where shared risks exist these are considered and assigned to appropriate owners. Some examples of these meetings are with representatives from NHS Lothian in relation to the EIJB/EHSCP, representatives from Edinburgh Trams to consider operational risks from the existing tram system, and the tram extension project to consider project and future operational risks. Reviewing service quality is embedded within <u>the strategic change and delivery programme</u> which covers process review and service improvement. Service areas work in partnership with change teams to identify opportunities for new ways of working. The <u>Commercial and Procurement Service</u> works with service areas, suppliers and Strategy and Communication to ensure spend and service level, including KPI 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 services which meet its 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. As part of the Council's Governance arrangements, regular reviews of project governance and management is carried out on larger projects and recommendations for improvements acted upon. A monthly Change Board with representatives from the Corporate Leadership Team and project leads provides oversight of key projects. A range of project information including status updates is provided to board members. The Council's <u>performance framework</u> was agreed in November 2018 and is designed to drive a performance culture. Work continues to enable a joined-up approach to performance across the Council using first class systems including the Business Intelligence programme. This will be aligned with the work of the Adaptation and Renewal programme and driven forward by the development of a refreshed Business Plan and Performance Framework. 	
Requirement of the Council's 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.	Score out of 10: 7
Evidence of compliance and links	<p>The Council's revenue and capital budget frameworks are underpinned by regular and proactive review of the full range of factors influencing the costs of delivering its services and the resources available to fund them.</p> <ul style="list-style-type: none"> 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. The results of <u>the most recent assessment</u> were reported to the Finance and Resources Committee on 14 February 2020. These assumptions and the effectiveness of the overall approach were favourably assessed as part of the Council's recent <u>Annual Audit Report</u>. Budget reporting is presented regularly to SMTs, monthly to CLT and bi-monthly to Finance and Resources Committee. While, as mentioned at 4.2.2, maintaining financial sustainability remains one of the Council's key on-going challenges, revenue expenditure was contained within approved levels for twelve successive years without recourse to unallocated reserves which remain at the level set out in its <u>Financial Strategy</u>. 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. 	
Supporting principle	4.3 Budgeting and financial sustainability	
Requirement of the Council's 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.	Score out of 10: 7
Evidence of compliance and links	<p>The Council has a duty to ensure that its revenue and capital spending plans are prudent, affordable and sustainable whilst supporting the delivery of its priority outcomes. With this in mind, proposals are developed against the backdrop of a longer-term framework, recognising that the need for efficiency, transformation and prioritisation in the Council's services is a recurring one. The Council has acknowledged that it will need to reduce the overall staffing numbers through service redesign and prioritisation if it is to secure financial stability. The Council has also undertaken a strategy of the incorporation within the revenue and capital frameworks of significant resources to address historic underinvestment in the Council's estate and recognising the potential additional revenue liabilities of changes to the estate going forward.</p> <p>Strategic</p> <ul style="list-style-type: none"> Progress against the delivery of our strategic plans is tracked by a Council-wide <u>performance management framework</u>, including key financial indicators 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. 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 this vein, the approved <u>2018/23 revenue and capital budget frameworks</u>, in acknowledging historic underinvestment in the corporate estate, include significant additional resources to address this backlog, as well as adopting a more proactive and planned maintenance approach and recognising potential additional revenue liabilities of changes to the estate going forward. The Council's <u>capital plan</u> 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 <u>Asset Management Strategy</u> and relevant <u>Asset Management Plans</u>. In addition to the direct impacts of specific proposals, the <u>medium-term financial plan</u> 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. The Council's <u>financial framework</u> incorporates modelling of a number of key income and expenditure variables and, by adopting a three-year timeframe, seeks to provide a contingency against material changes in any of these key factors influencing the overall savings requirement. 	

	<ul style="list-style-type: none"> While acknowledging current demands and pressures within its financial planning processes, the Council has also placed an increased emphasis on preventative investment in recent years, with notable successes achieved in term of both improved outcomes and cost savings in the area of home care reablement and looked-after children’s services. The <u>Change Strategy</u> recognises the crucial role such a preventative approach will play going forward, forming a key pillar of the Council’s future operating model. <u>The Programme for the Capital: The City of Edinburgh Council Business Plan 2017-22</u> 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. A Council Change Strategy Framework to March 2023 has been developed which aims to balance budgets. <p>Operational</p> <ul style="list-style-type: none"> While work is underway to introduce further integration of the revenue and capital budgets, 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. The Council’s <u>budget framework</u> 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, 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. 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. A Workforce Controls Panel, which reviews and challenges all vacancies that arise (except those pre-approved posts, such as Teacher, which are agreed by CLT) is in operation. This has added stronger rigour to vacancy management and workforce cost controls. The Council has implemented a <u>single workforce dashboard</u> and management information (MI) process to provide the organisation with consistent, regular, and accurate workforce MI/data to facilitate workforce controls, strategic workforce planning, and to measure performance. Reporting has now been implemented a Council, Directorate, and Division/Service level (for certain measures) to provide reliable insight into a range of workforce controls. The recent implementation of workforce dashboards at Directorate level provides regular MI on the monthly variation in Full Time Equivalent (FTE)/costs (by contract type – permanent, Fixed Term Contract (FTC) acting up/secondment and apprentice), and trend analysis to support workforce management controls. 	
Principle 4 - Improvement plan	<ol style="list-style-type: none"> To create a consolidated decision tracker for Best Value, assurance and Annual Accounts recommendations. The management of the Council’s change portfolio will be restructured into the Adaptation and Renewal Officer Working Groups and governance will be re-shaped around the programme to streamline decision-making. To extend the Council Change Strategy Framework to 2024 in light of COVID-19. This will take into account significant operational and budget challenges created by the pandemic. To launch the Council’s Adaptation and Renewal Programme with the intention of managing the recovery of the city and the organisation from the coronavirus pandemic. This includes five workstreams with CLT member oversight designed to target separate areas of the recovery and will lead to the publication of a new Council Business Plan in Autumn 2020. 	Responsible officer(s) <ol style="list-style-type: none"> Head of Strategy and Communications/ Finance Head of Strategy and Communications Head of Strategy and Communications Chief Executive/CLT

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	
Requirement of the Council’s Framework	5.1.1 Regularly reviewing and improving effectiveness through performance monitoring, benchmarking and other methods to achieve defined outcomes.	Score out of 10: 7
Evidence of compliance and links	<p>The Council’s <u>performance framework</u> was agreed in November 2018 and is designed to drive a performance culture. Work continues to enable a joined-up approach to performance across the Council using first class systems including the Business Intelligence programme. This will be aligned with the work of the Adaptation and Renewal programme and driven forward by the development of a refreshed Business Plan and Performance Framework.</p> <p>Difficult decisions will undoubtedly be required if investment in delivering the Council’s priority outcomes is to be sustained. All areas of the Council need to contribute to addressing these financial challenges, both to secure sustainability and secure best value in the delivery of its services.</p> <ul style="list-style-type: none"> The Council considers the findings of all Audit Scotland national reviews. These are reported to elected members at appropriate committee for consideration. 	

	<ul style="list-style-type: none"> ▪ The <u>Edinburgh Partnership</u> (EP) engages 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 consistent 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 April 2016, 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. ▪ The Joint Committee oversees the implementation of the <u>City Deal</u> with the intention of creating further opportunity for regional collaboration and capacity. 	
Requirement of the Council’s Framework	5.1.2 Developing strategies and plans for the most appropriate model of delivery and allocation of resources to achieve the best possible outcomes.	Score out of 10: 7
Evidence of compliance and links	<p>Form must follow function. The Council has a clear business plan (agreed in 2017) and is building on this through a developing council change strategy that will consider, in line with current council policy, appropriate models of delivery building on the previous transformation programme that created locality functions, centralised and modernised back office functions and created radically more digital models of delivery. A programme of service reviews was completed during the reporting period.</p> <ul style="list-style-type: none"> ▪ The Council’s customer transformation programme has not only created efficiencies but created greater channels for citizens to engage. This is an ongoing programme of work but the foundations for a truly digitally enabled council have been laid with 38 transactions now having been made available online. The Council has deployed a new website, digital/smart assistants to support key areas such as Council Tax, webchat capability and a new Customer Relationship Management (CRM) system. ▪ A digital print and mail programme is in place that complements the paperless strategy. Mail is scanned on and emailed to recipients, along with the use of digital technology to issue correspondence. ▪ The Council has launched its remote contact centre using a new Mitel solution. ▪ A process automation programme has been implemented which seeks to build on this approach by automating significant numbers of processes to reduce administration time and cost. ▪ The Council has a People Strategy in place, agreed at committee in <u>February 2017</u>. ▪ The Council has implemented policy and supporting guidance on its approach to Managing Organisational Change and Redeployment, this enables the Council to be more effective at engaging with staff before undertaking formal structural reviews and ensures that there is greater acceptance of and ownership of the need to change. ▪ The Council produces monthly <u>Workforce Dashboards</u>, which provide clear insight into the capacity and performance management of its workforce, including the use of flexible/complementary workforce to supplement services and overtime/additional hours expenditure. ▪ The Council has a single agency worker framework supplier in place, improving significantly the management information on agency worker usage and cost on a monthly basis. ▪ The Council has developed and launched Leadership in a Box, which includes our leadership framework, Inspiring Talent approach, Thrive Learning Experience Platform for leaders, workshops, underpinned by the Future, Engage, Deliver (FED) leadership approach for managers and a developmental programme for new leaders. ▪ The Council continues to benchmark its performance through the Local Government Benchmarking Framework and <u>reports this annually to Full Council</u>. ▪ The Council annually benchmarks a number of functions using the CIPFA corporate service benchmarking club arrangements ▪ Benchmarking on health and safety performance is carried out with other Local Authorities in Scotland each year this is presented to the Council’s Health and Safety Group. ▪ The Council’s adoption of participatory budgeting provides an important mechanism to enable communities to identify priorities and make decisions on the allocation of resources to improve the quality of life in the city. This has provided residents with an opportunity to influence the allocation of resources to meet their needs and circumstances. 	
Supporting principle	5.2 Developing the capability of the entity’s leadership and other individuals	
Requirement of the Council’s Framework	5.2.1 Ensuring clarity on roles, responsibilities and expectations for members and officers in terms of relationships and decision making.	Score out of 10: 7
Evidence of compliance and links	<p>It is important that all new and existing members and officers are clear on their roles and responsibilities. We have improved our approach to onboarding and induction as this is a critical time in setting members and employees up for success. New elected members take part in a welcome event, are offered an experienced buddy and take part in classroom based essential learning in their first few weeks in office. In relation to employees, we have developed a new candidate portal for new recruits joining the Council and make it easier for them to complete essential learning. We have also created Setting You/Them up for Success Guides and a Welcome Event hosted by the Chief Executive and Executive Directors every 4-6 weeks. This helps develop capability early in a new employee’s career with the Council. Our new approach to performance focuses on the importance of having clarity conversations with all employees, setting clear goals and a development plan which is reviewed regularly through 1-1 check-ins and annual reviews.</p> <p>All operational governance documentation is subject to review annually and forms part of any review of the political management arrangements.</p> <ul style="list-style-type: none"> ▪ <u>Procedural Standing Orders for Council and Committee Meetings</u> establish procedure for the conduct for such meetings and the decision-making process. ▪ Following the Local Government elections in May 2017 the <u>Governance – operational governance framework</u> was further reviewed (29 June 2017) to meet the aims and aspirations of the newly elected Council. ▪ There has been a reduction of eight to six executive committees and change of committee remits to ensure a more balanced structure. 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. ▪ Committees have the authority to refer reports to other Committees for specific review and scrutiny. This recognises the role and input of each particular committee but nevertheless provides clarity on the decision maker. For example, the Treasury Management report was considered by Finance and Resources (<u>4 December 2018</u>), Council (<u>13 December 2018</u>) and Governance, Risk and Best Value Committee (<u>15 January 2019</u>). ▪ A significant addition to the remit of the executive committees is strategic development. This allows the <u>Local Development Plan</u> and the corporate infrastructure investment programme that comes out of it, to be aligned with housing and economic policies. ▪ There is also additional scrutiny by the Policy and Sustainability Committee of health and social care services provided, 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. ▪ <u>Committee Terms of Reference and Delegated Functions</u> 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. 	

	<ul style="list-style-type: none"> The <u>Scheme of Delegation</u> sets out the powers delegated by the City of Edinburgh Council to officers, pursuant to the <u>Local Government (Scotland) Act 1973</u>. 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. Specific reference to the Chief Executive’s responsibilities can be found at Paragraph 4.1 <u>Financial Regulations</u> . The Regulations clearly set out the responsibilities of Executive Directors with regard to budget management and the securing of best value with regard to resources entrusted to them. The Regulations also clarify Elected Members’ role with regard to setting the Council’s financial strategy and scrutinising the effectiveness of its financial management arrangements <u>Contract Standing Orders</u> 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. <u>Grant Standing Orders</u> – provide guidance, controls and regulate the grant application, evaluation and award process throughout the Council and on behalf of the Edinburgh Integration Joint Board (EIJB). Roles and responsibilities are set out and require for each grant that the relevant Executive Director or the Chief Officer of the EIJB appoints a Grant Monitoring Officer to set targets, to oversee the process, manage any issues with individual recipients and ensure outcomes are achieved and managed. Elected members are reminded of their duties under the <u>Councillors' Code of Conduct</u> and on conflicts of interest. Procedures for determining the process and award procedure are set out and if and how these may be departed from. The <u>Member-Officer Protocol</u> 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. A suite of performance indicators have been developed to measure the <u>Business Plan 2017-2022</u> 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 Leader was appointed as Convenor of the Corporate Policy and Strategy Committee (now Policy and Sustainability Committee) on <u>22 June 2017</u>. The leader of the Council undertakes the Chief Executive’s performance conversation. The Council’s <u>performance framework</u> for Senior Management Teams and the Corporate Leadership Team is reviewed regularly and performance reporting against the Council’s commitments and outcomes forms the basis of the <u>annual report</u> on progress. The regular review gives Council the opportunity to ensure the outcome-based measures which join up priorities across service areas and partnerships continue to be effective. The Council’s <u>New Candidate Portal</u> has been a positive development in our approach to employee onboarding <u>Setting You</u> and <u>Setting Them</u> up for Success Guides have supported employees and their line managers to improve the induction experience and help employees to develop the capabilities they need early in their employment. The <u>Performance Framework</u> was co-produced with employees and is designed to support employees and their managers to have engaging and constructive performance conversations. It offers a blend of templates, tools and tips to support our people to be the best they can be. 	
Requirement of the Council’s 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.	Score out of 10: 6
Evidence of compliance and links	<p>Training and Development for officers starts with on-boarding and induction, through to essential learning and continuing professional development. There is a blend of classroom-based learning, e-learning, coaching and on-the-job training. Dependent upon job role and statutory requirements, employees are supported and funded to achieve relevant qualifications. Training and development provision for elected members could be expanded and improved, with the need identified for regular classroom-based programmes running throughout the year based on feedback from training needs analysis, elected member and officer requests.</p> <ul style="list-style-type: none"> Council <u>People Strategy</u> and People Plan was reported to Finance and Resources Committee on <u>23 February 2017</u> and Corporate Policy and Strategy Committee <u>28 March 2017</u>. People strategy updates have been ongoing on priority aspects of our strategic commitments e.g wellbeing, workforce dashboards, policy updates, performance framework and our engagement strategy. The <u>Open Framework agreement for Learning and Development</u> was reported to Finance and Resources Committee in November 2017. The framework will run for 3 years in the first instance and enables the Council to take a more strategic approach to the procurement of learning and development. A comprehensive induction programme for elected members was developed for implementation following the Scottish Local Government election in May 2017. An Autumn Winter programme of elected member training and development was carried out in October/November 2017 based on the outcome of a training needs analysis exercise. An Elected Members’ Resources section was created on the Orb in preparation for the new Council following the Local Government election in May 2017. A wide range of information is available, including roles and responsibilities, code of conduct, training and development materials, key strategies and policies and city/ward information. Elected members are provided with ongoing briefings, briefing notes and presentations on topics of relevance. Regular meetings with conveners and vice conveners (weekly and/or fortnightly), briefings for member groups, 121 meetings on individual projects. Monthly employee induction events hosted by Chief Executive, Council Leader and Executive Directors. There is ongoing job specific induction and essential learning across the Council. The IOSH Leading Safety Course was rolled out to the Wider Leadership Team in 2018. The Council has developed and launched ‘Leadership in a Box’, including our Leadership Framework, Thrive Leadership Learning Experience Platform, digital learning and classroom-based workshops, including support for new leaders and an Inspiring Talent Programme. Leadership Ambassadors and Early Adopter Teams have been established to support all of the above and to assist with evaluation. 	
Requirement of the Council’s Framework	5.2.3 Ensuring arrangements are in place to consider leadership effectiveness and staff performance.	Score out of 10: 8
Evidence of compliance and links	<p>We continue to invest in leadership development, starting with new leader induction, essential learning for leaders around key Council policies and supporting our leaders to embed our new approach to performance to achieve the cultural change we need to enable the Council to achieve its vision.</p> <ul style="list-style-type: none"> We have introduced New Leader Induction and essential learning. We continue to invest in our Wider Leadership Team (WLT) which meets monthly to work together on key issues and learn from each other and from external speakers. The WLT continue to meet in leadership sets as part of their ongoing leadership development. The foundation of our leadership development is the <u>‘Future, Engage, Deliver’</u> approach. Our <u>Performance Framework</u> incorporates key elements of looking ahead and looking back performance conversations and giving and receiving feedback throughout the performance year. We have supported our leaders to embed the new approach through Conversation Spotlight workshops which have been delivered throughout the period. The Performance Management framework has at its core the principle of both what employees are delivering as well as the ‘how’. Under the Performance Framework all GR1-12 employees are in scope for performance review. The is regularly scrutinised and reported via the Workforce Dashboard. Significant work has been undertaken on the Council's Leadership Development approach, with the launch of our ‘Leadership in a box’ toolkit in 2019 which includes our leadership framework, digital learning platform, coaching, classroom-based workshops, FED on-line, support for new leaders and inspiring talent programme Significant work has been undertaken on the Council's Leadership Development approach, with the launch of our ‘Leadership in a box’ toolkit in 2019 which includes our leadership framework, digital learning platform, coaching, classroom-based workshops, FED on-line, support for new leaders and inspiring talent programme. 	

Requirement of the Council's Framework	5.2.4 Ensuring arrangements are in place to support and maintain the health and wellbeing of the workforce.	Score out of 10: 8
Evidence of compliance and links	<p>The wellbeing of our workforce remains a critical area of concern for us. We have seen a decrease in long-term absence, with the majority attributed to long-term conditions relating to stress, depression and mental fatigue. Whilst much has been done, we are committed to a renewed focus on this agenda through a combination of revised policies to drive the right culture and behaviour, training to develop skills in our leadership population to support employees with wellbeing issues and knowledge and awareness for our employees. The overarching aim of our approach is one of prevention and engagement with available support. Our wellbeing strategy is based on 3 key pillars of mental, physical and financial wellbeing. We set up a Wellbeing Working Group with Elected Members, Trade Unions and employees. As we entered lockdown due to the COVID-19 pandemic in March 2020, we developed and promoted a range of wellbeing tools and resources including Wellbeing Wednesdays, a virtual wellbeing roadshow, virtual wellbeing workshops, individual and team wellbeing check in tools, PAM Assist, Let's Talk and Chaplaincy support.</p> <ul style="list-style-type: none"> ▪ <u>Occupational Health and EAP</u> - The Council has procured the services of an Occupational Health provider to ensure we are able to gain independent professional advice to support colleagues with absence, including ill health retirement and reasonable adjustments. There is a focus on mental health and physical conditions whereby colleagues can be referred for early prevention without waiting until the condition is so severe it causes absence. ▪ We provide a free confidential employee assistance programme for all colleagues who would like confidential advice ranging from bereavement to healthy body healthy mind. This includes trauma counselling and Cognitive Behavioural Therapy. ▪ As part of our onboarding and induction process for new employees, our Occupational Health provider comes along to our welcome events to promote our Employee Assistance programme. ▪ A wellbeing workshop has been developed taking a holistic approach starting with line manager awareness and focusing on supportive conversations. This includes mental health awareness and enables managers to arrange the right support or guide the employee to engage in the support available. ▪ We provided a blended mental health awareness programme for managers across the Council, we also offered Leading through Change and Building Resilience workshops. ▪ Availability of support mechanisms is regularly communicated through manager's newsletter and internal communications, including our coaching bank, PAM Assist, chaplaincy support and our Let's talk service. ▪ <u>Staff Benefits</u> We provide broadly the same level of benefits as most large employers to meet a range of lifestyles including:- <ul style="list-style-type: none"> ○ Enhanced annual leave entitlement and a range of special paid and unpaid leave ○ Flexible working options ○ Enhanced Maternity, Paternity, Adoption and Shared Parental Leave provision ○ Childcare Vouchers ○ Ride to Work Scheme ○ Premium Benefits card with access to local discounts and special offers ○ Ethical financial services through a credit union membership including loans, savings and mortgages. ○ Season ticket loans ○ Car benefit scheme - salary sacrifice car lease scheme ○ Local Government Pension Scheme ○ Scottish Teachers' Superannuation Scheme ▪ The <u>Annual Report on Health and Safety Performance</u> was reported to the Finance and Resources Committee in March 2019. Substantial progress was made in 2017 to improve the Council's health and safety performance, building on progress made in previous years. ▪ Quarterly dashboard reporting on Health and Safety is reported to the H&S Group for scrutiny and challenge. This is reported annually to the Finance and Resources Committee. ▪ A Wellbeing Programme has been developed and is being supported via HR This also involved a Wellbeing Working Group with Elected Members, Trade Unions and employees. 	
<u>Principle 5 - Improvement plan</u>	<ol style="list-style-type: none"> 1) Review of essential learning matrix and associated risk training in July 2020. 2) Access to be provided to the Pentana System for H&S audits to ensure service areas can access and progress audit actions effectively. 3) Publication of a key information document for elected members with input from finance, HR, Governance and Members Services which will compile links, resources and procedures that are required to undertake the role. 4) To provide remote access for Learning and Teaching to SEEMIS, allowing teachers greater flexibility to operate. 	<p>Responsible officer(s)</p> <ol style="list-style-type: none"> 1) Executive Director of Communities and Families 2) Head of Legal and Risk 3) Strategy and Communications/Others 4) Executive Director of Resources

Principle 6	Managing risks and performance through robust internal control and strong public financial management	
Supporting principle	6.1 Managing risk	
Requirement of the Council's Framework	6.1.1 Ensuring that risk management is embedded and clearly allocated in decision making throughout the organisation.	Score out of 10: 6
Evidence of compliance and links	The Council has a risk management framework in place which is used to manage risk across the council. The framework consists of an <u>Enterprise Risk Management Policy, Risk Appetite Statement</u> , procedures, structures and software. In addition, Council policies and decisions include appropriate consideration of risk. The framework is proportionate and appropriate for the Council and is reviewed and updated on an ongoing basis. Education and	

	<p>training activities take place to ensure knowledge and understanding of risk management is cascaded, that managing risk is part of managing the organisation, and that we all have a role to play in managing risk. The Corporate Risk Team work closely with central business functions (including Internal Audit), Directorates and Services to ensure that risk is managed, reported and escalated in accordance with the Enterprise Risk Management Policy.</p> <ul style="list-style-type: none">▪ The Council has an established risk management framework which consists of a Policy, Risk Appetite Statement, procedures and tools.▪ The most recent Internal Audit report (July 2020) noted “Overall, we were satisfied that risk management arrangements appear to be embedded across the organisation and are well-integrated with the council's internal audit arrangements” but highlighted a number of areas for improvement in relation to ongoing operational risk management by divisions and directorates across the Council, including the need for improved training.▪ Council divisions and directorates are responsible for identification; assessment; recording; and management of both strategic and operational risks, and for ensuring that risk is appropriately considered in decision making.▪ The Corporate Leadership Team quarterly risk and assurance committee is chaired by the Chief Executive and is supported by quarterly Directorate Risk and Assurance Committees that are chaired by Directors.▪ Risk and assurance committees are attended by Corporate Risk Management in a ‘critical friend’ capacity to confirm that new and emerging risks are identified; assessed; and recorded; and confirm the appropriateness of management’s assessment of the effectiveness of established controls and progress with implementation of mitigating actions owned by management to further mitigate their risks.▪ Divisional and directorate risks are escalated from Service Teams, through Directorate and then into CLT Risk Registers (as appropriate).▪ The Governance, Risk and Best Value Committee scrutinises the Council’s most significant original (inherent) and current (residual) risks as detailed in the Corporate Leadership Team risk register quarterly.▪ A number of specialist Risk Management Groups have been established (for example the Cyber and Information Security Steering Group (CISSG)) to focus on thematic operational risks across the Council and ensure that knowledge and understanding is cascaded appropriately throughout the organisation. Corporate Risk Management also attends these groups in a critical friend capacity.▪ Corporate Risk Management and Internal Audit are also available to provide consultancy advice and support to the Corporate Leadership Team; directorates; and divisions in relation to the risk and control aspects of both strategic and operational decisions.▪ The Internal Audit team designs the Internal Audit Plan to ensure that assurance is provided on the Council’s most significant risks.▪ The Corporate Risk Team may, through the course of their work, identify new and emerging risks for potential inclusion in / addition to the Internal Audit annual plan.▪ Internal audit findings will be raised that highlight exposure to risks through delivery of the annual Internal Audit plan. The findings and their associated risks are then addressed by management through implementation of agreed management actions.▪ The Corporate Leadership Team reviews management’s progress with closure of open Internal Audit findings monthly, and the position is also reported quarterly to the Governance, Risk, and Best Value Committee.▪ The Council’s Chief Internal Auditor is required (per Public Sector Internal Audit Standards) to provide an independent and objective annual opinion on the adequacy and effectiveness of the Council’s control environment and governance and risk management frameworks that is based on the outcomes of completed audits and progress with closure of open Internal Audit findings. The opinion is provided to the Governance, Risk, and Best Value Committee and should also be used to inform the Council’s Annual Governance Statement.▪ Exposure to risk may also be identified by external assurance providers such as external audit; the Care Inspectorate; or Education Scotland. It is management’s responsibility to ensure that these risks are recorded in risk registers and that appropriate action is taken to ensure that they are addressed.▪ Risk Management and Internal Audit are 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.
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Supporting principle	6.2 Robust internal control	
Requirement of the Council’s 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.	Score out of 10: 7
<p>Evidence of compliance and links</p> <p>The Institute of Internal Audit’s three lines model is operated across the Council:</p> <ul style="list-style-type: none">• the first line – Service Areas that own and manage risk;• the second line – teams that oversee or specialise in risk management and developing frameworks and policies, for example, Information Governance; Strategic Change and Delivery; Risk Management; and Corporate Health and Safety; and• the third line – teams that provide independent assurance, above all internal audit.	<p>In June 2018 it was identified that a number of historic management actions to address Internal Audit findings had either not been implemented, or were implemented but had not been sustained, resulting in a total of 30 historic IA findings being reopened and tracked as overdue (26 for the Council and 4 for the Edinburgh Integration Joint Board). Whilst the majority of the Council’s 26 findings have now been addressed, a number of current agreed management actions continue not to achieve their agreed implementation dates. Progress towards address open IA findings is reported quarterly to the Governance, Risk, and Best Value Committee. A ‘validation’ audit is also included in the annual plan to confirm whether management actions implemented to address closed IA findings have been effectively implemented and sustained.</p> <ul style="list-style-type: none">▪ The Enterprise Risk Management Policy describes how risk management aligns with the achievement of objectives..▪ 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 2019/20 plan can be located at: Internal Audit Annual Plan 2019/20. Procedure is in place to update the audit plan.▪ An Internal Audit report is produced at the end of each audit which includes findings that detail any control weaknesses identified and the associated risks. Actions are agreed with divisional and directorate management to ensure that these weaknesses are remediated, and implementation dates for completion of management actions are agreed.▪ Management’s progress with closure of IA findings is monitored using the Team Central system launched in July 2018 and the actions and evidence provided by management are reviewed by Internal Audit prior to closure.▪ Overdue IA findings 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: Internal Audit - Overdue Findings and Late Management Responses.▪ The Annual Audit Report 2018-19 from Scott Moncrieff noted “Overall, we were satisfied that risk management arrangements appear to be embedded across the organisation.”▪ The Council’s Chief Internal Auditor is required (per Public Sector Internal Audit Standards) to provide an independent and objective annual opinion on the adequacy and effectiveness of the Council’s control environment and governance and risk management frameworks. The opinion is provided to the Governance, Risk, and Best Value Committee and should also be used to inform the Council’s Annual Governance Statement.▪ The Member/Officer Protocol (2016) 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.▪ Councillors’ Code of Conduct – Standards Commission - the standards councillors must apply when undertaking their Council duties.▪ Anti-bribery policy – introduced in 2012 to strengthen existing anti-corruption measures and to meet the requirements of the Bribery Act 2010.▪ Register of Elected Members’ Interests and Expenses is published on elected member profiles and a hard copy is maintained for inspection – as required by the Standards Commission.▪ Policy on Fraud Prevention – introduced in 2013 and contains preventative and control measures designed to reduce the risks to the Council from fraud and fraudulent activity.▪ Anti-bribery Policy and Fraud Prevention Policy are essential learning for all Council employees, with e-learning modules available.▪ Wide range of internal and external counter fraud activities, including Council Tax, Benefits, parking, school placement and national fraud initiative work▪ The Council’s Monitoring Officer will investigate serious allegations of fraud, corruption or maladministration and report findings and recommendations to full Council.▪ The Council’s Whistleblowing Policy mandates an independent service provider with authority to decide on the categorising of disclosures and investigations, with investigation outcomes reported quarterly to the Governance, Risk and Best Value Committee and thereafter to the relevant executive committee convener.▪ Contract Standing Orders (June 2019) – regularly updated essential legal and operational rules for all Council staff to follow when procuring a contract, including escalation processes to Legal and Risk, ensuring that all procurements meet strategic objectives of the Council and achieve best value.▪ Grant Standing Orders – provide guidance, controls and regulate the grant application and award process throughout the Council and on behalf of the Edinburgh Integration Joint Board (EIJB).▪ There are also a number of additional third line of defence assurance providers who assess the adequacy and effectiveness of the Council’s controls in addition to Internal Audit. These include (for example) External Audit (who assess the adequacy and effectiveness of the Council’s key financial controls and audit the financial statements); The Care Inspectorate; the Scottish Housing Regulator; the Health and Safety Executive; and the Information Commissioners Office.	

Requirement of the Council's 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.	Score out of 10: 9
Evidence of compliance and links	<ul style="list-style-type: none"> During 2019/20, Internal Audit fully conformed with all aspects of the requirements of the Public Sector Internal Audit Standards. Including the requirement to maintain an internal quality assurance programme. The next quinquennial IA external quality assurance review is scheduled for 2021/22 in line with PSIAS requirements. The annual <u>Internal Audit Plan</u> is driven by the Council's organisational objectives and priorities, and focuses on providing assurance on the Council's most significant risks that may prevent achievement of objectives. Internal Audit is also required to provide ongoing coverage across all remaining Council services on a rolling three-year basis. 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, and scrutinising final Internal Audit reports. The Council's 2019/20 Internal Audit Plan was approved by the Governance, Risk and Best Value Committee in March 2019 <u>Internal Audit Plan 2019 - 20</u>. The scopes of individual audit reviews detailed in the annual Internal Audit plan are designed to review and test the adequacy of the design and operating effectiveness of the governance, risk management frameworks and key controls established to support service delivery and (where relevant) compliance with applicable legislation. 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 Council's Chief Internal Auditor is required (per Public Sector Internal Audit Standards) to provide an independent and objective annual opinion on the adequacy and effectiveness of the Council's control environment and governance and risk management frameworks. The opinion is provided to the Governance, Risk, and Best Value Committee and should also be used to inform the Council's Annual Governance Statement. Annual Assurance Exercise – seeks assurance from executive directors, heads of service, significant Council companies and joint boards over a wide range of controls and requirements which is then certified by the responsible executive director/chief officer to inform the drafting of the Annual Governance Statement. This is also overseen by the Governance, Risk and Best Value Committee. The Council's risk management framework is continuously reviewed, and improvements are implemented as appropriate. The Council's Risk Appetite Statement and Enterprise Risk Management Policy are approved by GRBV Committee. 	
Requirement of the Council's 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.	Score out of 10: 8
Evidence of compliance and links	<p>The Council has a strong, independent audit committee which is chaired by an opposition elected member. The Council's GRBV committee is independent as the Council's main scrutiny committee as well as its audit committee. It is linked with the Council's decision-making bodies, having a relationship that both supports and challenges the services under the oversight of the executive committees. However, the Committee has the power to act on its own accord with no need for executive committee permission and its power to call any elected member or officer to the committee provides it the ability to effectively scrutinise. There is a history of scrutinising difficult areas for the Council including shared repairs and Cameron House. It has also improved governance across the Council by driving change such as policy review. The effectiveness of the committee be reviewed as part of the 20/21 Internal Audit plan.</p> <ul style="list-style-type: none"> <u>The Accounts Commission Best Value Audit Report</u> stated that the Governance, Risk and Best Value Committee 'provides effective scrutiny of the Council's operations and performance.' <u>Committee Terms of Reference and Delegated Functions</u> require the Governance, Risk and Best Value Committee to be convened by a senior opposition member. The Executive Director of Resources attends 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 Committee has a role in the Council's governance framework for its companies, scrutinising their past performance on an annual basis. The Committee receives quarterly and annual whistleblowing monitoring reports, including investigation outcomes and proposed management actions, and approved the introduction of a new process to monitor the implementation of management actions during the reporting period. The Council's independent whistleblowing service provider has direct access to the committee on request and the committee can request sight of full investigation reports and call on investigating officers and council officers to attend its meetings in private session to account for their actions. 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. GRBV also reviews and performs scrutiny on the CLT risk register; monitors progress with delivery of the Internal Audit Plan; and scrutinises all Internal Audit reports. 	
Supporting principle	6.3 Managing data	
Requirement of the Council's Framework	6.3.1 Ensuring that data is properly managed, accurate and of a good quality.	Score out of 10: 6
Evidence of compliance and links	<p>The Council has a strong centralised Information Governance Unit that monitors and assesses compliance with its statutory obligations under information governance legislation. As processes mature and training and awareness reach more staff there has been a significant increase in activity, particularly in relation to breach reporting. This increase reflects the fact that the Council is better at identifying issues when they occur and taking appropriate action to mitigate impact and reduce reoccurrence.</p> <p>The EU General Data Protection Regulation and the UK Data Protection Act 2018 came into force in May 2018. This legislation gives people greater control over what happens to their data and assists the Council manage the expectations of our service users and customers, so they are clearer about what we need their data for, and how and why it is being processed.</p> <ul style="list-style-type: none"> The Council's <u>Information Governance Policies</u> 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 <u>guidance, procedures</u> 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 Information Governance Unit maintains a Council-wide <u>Record of Processing</u> which documents why and how personal data is processed by the Council. How the Council manages personal data is also explained within the Council's <u>Privacy Notice</u> and additional guidance was provided to employees on managing data during the lockdown. Procedures to review and comment upon <u>information sharing agreements</u> and <u>personal data collection and use</u> are also in place within the organisation. Data Protection Impact Assessments are carried out when new processes for handling personal data are introduced, or existing ones updated. This ensures compliance with all data protection principles. Standard information governance related terms and conditions have been added to all new Council contracts. The <u>Employee Code of Conduct</u> gives clear guidance for employees on the use of Council Assets, Systems and Information. <u>Policy on Fraud Prevention</u> aims to uphold the highest standard of conduct and ethics in all areas of the Council's work. The <u>ICT Acceptable Use Policy</u> 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 staff when using all electronic communications and systems. A Cyber and Information Security Steering Group, chaired by the Executive Director of Resources was approved by CLT and meets monthly. The Executive Director of Resources is also the Scottish Government Executive Director lead for cybersecurity arrangements. The Council has achieved Cyber Essentials, Public Services Network (PSN) accreditation and is working towards Cyber Essentials Plus accreditation. These accreditations provide assurance on the effectiveness of the Council's network security controls. 	

	<ul style="list-style-type: none"> Vulnerability Scanning has been implemented across the Council’s corporate network. Senior Management Teams regularly monitor performance of their services as part of the Council’s <u>Performance Framework</u>. 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. An Information Board has been established to facilitate better information management across the Council. All contract extensions and reviews require a check to ensure that necessary clauses on information governance obligations have been included. 	
Supporting principle	6.4 Strong public financial management	
Requirement of the Council’s 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.	Score out of 10: 7
Evidence of compliance and links	<p>The Council operates a tiered framework of financial planning and control, with regular updates provided to Senior Management Teams, the Council Leadership Team and elected members. There are, however, opportunities to improve transparency in financial reporting and improvements to the internal control framework are also required to provide increased assurance as to their effectiveness. Despite an improvement in delivery of agreed savings across the 19/20 period there was an overall reduced year-end financial position across the CEC group due to the significant impacts of COVID19.</p> <ul style="list-style-type: none"> The Council’s <u>Financial Regulations</u> 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. 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 revenue and capital 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 internal control framework was <u>examined as part of the 2018/19 Annual Audit process</u> 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 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. 	
Principle 6 - Improvement plan	<ol style="list-style-type: none"> To set up risk-based business forums similar to the Finance/Property/HR - Procurement/Health and Safety forums that already exist – October 2020. To establish the Edinburgh Learns Risk Board by October 2020. A decision whether to review and align the Directorate Risk Register with the specific risk registers which exist for Brexit, Cyber and Information Security and Change Programmes will be undertaken during the next financial year. Roll out risk management framework across wider leadership teams and Partnership teams. Proposed changes to the Council’s operational risk management arrangements were agreed by the Corporate Leadership Team in June 2020. These outline changes that will be made to the Council’s operational risk management methodology and processes over the next three years to support more effective identification; assessment; recording; and management of the Council’s risks in line with the Institute of Internal Audit’s three lines model. This will be presented to Governance, Risk and Best Value Committee in September 2020. An Internal Audit review into council assurance and the annual governance statement has identified gaps in processes and actions which will be progressed during the coming period. That the Internal Audit Plan 20/21 (to be presented to Committee in September 2020) will be re-based to take account of COVID19. The effectiveness of the Governance, Risk and Best Value Committee will be reviewed in the 20/21 Internal Audit Plan. To implement vulnerability scanning across the Learning and Teaching Network. To implement resilience incident management forums during the COVID19 response. This will involve the pause of CLT, divisional and directorate risk and audit committees and replacement by agreed incident management arrangements, Risk Forum and COVID19 Risk Management Programme. 	<p>Responsible officer(s)</p> <ol style="list-style-type: none"> Executive Director of Communities and Families Executive Director of Communities and Families Executive Director of Resources Executive Director of Health and Social Care Executive Director of Resources Executive Director of Resources/Head of Strategy and Communications Executive Director of Resources/Chief Internal Auditor Executive Director of Resources/Chief Internal Auditor Executive Director of Resources Head of Strategy and Communications

Principle 7	Implementing good practices in transparency, reporting, and audit to deliver effective accountability	
Supporting principle	7.1 Implementing good practice in transparency	
Requirement of the Council's Framework	7.1.1 Writing and communicating reports to the public and other stakeholders in a transparent manner which facilitates accountability and accessibility.	Score out of 10: 8
Evidence of compliance and links	<p>The Council's reports have a strong focus on decision-making and the information required to make those decisions. The committee report template and guidance includes standard sections that provides the necessary information for elected members to take decisions with clear explanation of key considerations. Access to reports is good with a robust focus on ensuring private reports are kept to a minimum and thus most decision making is done in public.</p> <ul style="list-style-type: none"> The Council's procedural standing orders ensure compliance with requirements 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. Training on the Access to Information Act is provided for key officers and elected members as part of the Governance Framework Training Session. All Council and Committee reports and decisions are recorded and are available on the CEC website (from May 2003). Webcasting of Council and 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 November 2018. This stresses the importance of using plain English and includes standard sections including an executive summary. The Modern.Gov committee management system was implemented in late 2019. This updated the online committee paper archive system allowing for better search facilities and provided functionality which allows for the secure electronic transmission of private committee reports and information. A bespoke committee paper app has been made available to elected members and members of the public which allows for secure access, archiving and personal annotation of committee reports. 	
Supporting principle	7.2 Implementing good practices in reporting	
Requirement of the Council's Framework	7.2.1 Elected member and senior management owned annual reporting on performance, best value and resource stewardship.	Score out of 10: 7
Evidence of compliance and links	<p>As part of the Council's annual performance framework, performance is submitted to Council annually. The Council has a business plan and a performance framework. Additional reporting is published on delivery of the 52 Coalition Commitments and officers produce their own analysis of the Local Government Benchmarking Framework report.</p> <p>Various governance and risk management documents are published and available to elected members and senior management. This includes CLT Risk Register, Internal Audit Plan, Internal Audit reports and the Internal Audit annual opinion.</p> <ul style="list-style-type: none"> Annual publication of progress reports against the Council's outcome-based Performance Framework and public scrutiny by elected members. 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. 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. Regular performance discussion within service areas on operational performance. Quarterly CLT performance meeting discussing service level performance. Senior Managers accountable for their area performance providing comments for indicators along with service improvements. Six monthly reporting to elected members on coalition commitments to give Council Leaders/Conveners opportunity to discuss the progress in achieving milestones and performance measures. Edinburgh by Numbers is an infographic report with collection of city facts and figures for people who do business here. Various thematic reports e.g. on Educational Attainment are available to access online. The Council publishes performance information 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. A "Budget Book" has been created for Elected members to give them additional information and context when making complex budget decisions. Breaking down the approved expenditure by service area and directorate to show how our money is spent in a clearer and more transparent way. 	
Requirement of the Council's Framework	7.2.2 Ensuring that robust arrangements for assessing compliance with CG Framework principles, publishing results and improvement actions are in place for the Council and jointly managed services.	Score out of 10: 5
Evidence of compliance and links	<p>Assessing compliance with the Corporate Governance Framework (CGF) in 2016/17 highlighted many areas where improvement was required in the process for collecting the data. A review took place with input from elected members which identified weaknesses and identified improvement actions to ensure the CGF is a more effective tool in improving processes and practices across the council. Timetabling and content of both the CGF and the Annual Directorate Assurance Exercise continue to be developed to allow for both processes to inform and complement each other and the Council's Annual Governance Statement. Until the links between the improvement actions of directorates, the framework, assurance schedules and the annual governance statement are strengthened, the framework will only have a limited impact.</p> <ul style="list-style-type: none"> A Corporate Governance Framework Self-Assessment Exercise, following the Cipfa/SOLACE recommended format, is undertaken annually and submitted in full to the GRBV Committee. The CG Framework Self-Assessment Exercise is reviewed by the Council's CLT and it seeks to apply improvements when identified. The self-assessment for the period 1 April 2018 - 31 March 2019 was reported to the GRBV Committee on 17 September 2019. Regular review and enhancement of the annual assurance exercise is undertaken to ensure that evidence requirements and quality of output are able to inform production of the Council's Governance Statement. 	
Requirement of the Council's Framework	7.2.3 Ensuring that 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.	Score out of 10: 8
	The Council adopts a number of means to improve the transparency of its financial affairs, including relevant commentary in its Annual Accounts, production of the annual Key Facts and Figures publication and supplementary information to accompany the issuing of Council Tax bills.	

	<ul style="list-style-type: none"> The Council’s <u>financial statements</u> have been prepared by the statutory deadline and without subsequent qualification every year since 1997/98. The financial statements are accompanied by a management commentary that includes a range of key financial performance indicators, prepared in accordance with professional standards and with prior-year comparator and background information. The Council also actively participates in the Local Government Benchmarking Framework and other performance improvement networks to examine opportunities to adopt and share best practice with other local authorities and public-sector bodies. The Council additionally prepares an annual <u>Key Facts and Figures</u> document that provides, in an accessible format, details of its revenue and capital budgets and associated key activities. 	
Supporting principle	7.3 Assurance and effective accountability	
Requirement of the Council’s 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.	Score out of 10: 5
Evidence of compliance and links	<p>Partnership working within Edinburgh is strong and the community planning partnership has strong support and commitment from all partners. However, decision making remains with individual partners so although accountability is defined it is not always clear to those observing the Partnership. Health and Social Care has different arrangements from the rest of the council through the IJB and we are working within a legislative framework. Issues raised in regard to Marketing Edinburgh indicate that improvements are needed in the Council’s ALEOs arrangements regarding decision making if ALEOs are experiencing distress or have a lack of executive leadership.</p> <ul style="list-style-type: none"> Arrangements for scrutiny and accountability for services directed by the IJB were agreed in the scheme in May 2016. The Scheme will be reviewed in 2020. There is a need, however, to further clarify roles and responsibilities within the complex accountability arrangements of the IJB. EIJB, CEC and NHS Lothian all have duties and responsibilities out of the creation of the IJB. Council Companies’ Hub established in <u>June 2016</u> 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. Annual performance reporting by Council Companies to the responsible Executive Committee and GRBV has commenced, with a <u>report template and guidance</u> produced in November 2018.. The Council’s Chief Executive holds regular one to one meetings with Chief Executives of the Council’s key ALEOs. The Edinburgh Partnership (EP) is made up of a Board, four strategic partnerships, four locality partnerships and 13 neighbourhood networks. 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 <u>EP Community Plan 2018-28</u> includes three strategic priorities that have been agreed on the basis of resourced commitments being made by community planning partners. The aim of the partnership is to work together to address common problems and to hold partners to account in terms of partnership services. The Edinburgh Partnership (EP) is made up of a Board, four strategic partnerships, four locality partnerships and 13 neighbourhood networks. 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 2018-28 includes three strategic priorities that have been agreed on the basis of resourced commitments being made by community planning partners. The aim of the partnership is to work together to address common problems and to hold partners to account in terms of partnership services. During 2018 the EP Board carried out a review and consultation of its governance arrangements and developed a Local Outcome Improvement Plan (Community Plan) in response to the legal requirements of the Community Empowerment (Scotland) Act 2015. The new plan states the ambitions to further strengthen approaches to change, challenge and effective partnership working in tackling poverty and inequality in the city. Locality Improvement Plans, also a legal requirement, were approved in November 2017 following a period of extensive consultation with communities and public and voluntary sector partners 	
Requirement of the Council’s Framework	7.3.2 Ensuring that internal audit arrangements provide assurance on governance arrangements and risks from 3 rd party service delivery and that this is reflected in the annual governance statement.	Score out of 10: 7
Evidence of compliance and links	<p>Third party or supplier management risk is a consistent theme that is reflected in a number of specific risks included in the CLT risk register, and has been covered by a number of recent audits. Due to Covid-19 and the subsequent delay to signing off internal audits there was not the opportunity to include as much detail in the Annual Governance Statement. This should not be an issue for future years.</p> <ul style="list-style-type: none"> Contract management and Construction Scheme Industry Payment Deductions audit (July 2019); CGI Sub Contract Management (November 2019); Brexit Risk and Supply Chain Management (August 2020); CGI Partnership Management and Governance (July 2020); Unsupported Technology (Shadow IT) (August 2020). Management is currently working through the relevant supplier management findings raised in these audits to ensure that the risks identified have been mitigated. 	
Requirement of the Council’s Framework	7.3.3 Ensuring that recommendations from Internal Audit, External Audit, peer challenge, reviews and inspections are welcomed and acted upon.	Score out of 10: 5
Evidence of compliance and links	<p>In June 2018 it was identified that a number of historic management actions to address Internal Audit findings had either not been implemented, or were implemented but had not been sustained, resulting in a total of 30 historic IA findings being reopened and tracked as overdue (26 for the Council and 4 for the Edinburgh Integration Joint Board). Whilst the majority of the Council’s 26 findings have now been addressed, a number of current agreed management actions continue not to achieve their agreed implementation dates. Progress towards address open IA findings is reported quarterly to the Governance, Risk, and Best Value Committee. A ‘validation’ audit is also included in the annual plan to confirm whether management actions implemented to address closed IA findings have been effectively implemented and sustained.</p> <ul style="list-style-type: none"> Implementation of agreed management actions to support closure of Internal Audit findings raised is monitored with validation performed to confirm that controls gaps have been addressed prior to closure. All overdue findings and supporting agreed management actions and findings (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 Committee. The latest report is located at <u>Internal Audit - Overdue Findings and Late Management Responses</u> Historically an annual validation audit is also included in the <u>IA plan</u>. This assesses whether controls to address historic controls gaps have been implemented and sustained. 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, submitted to council with the <u>unaudited annual accounts</u>. The Council’s Strategy & Communication service along with Finance lead on the <u>Annual Audit report of Council services</u> 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 acted upon. Following a <u>Scottish Government Building Standards Division audit</u> of the Council’s Building Standards Service in 2017, a number of areas for improvements were identified as a prerequisite for continued verification of the service. Customer engagement through Stakeholder panel, quarterly newsletters and a programme of strategic engagement are ongoing. A programme of continuous improvement across the operational aspects of the service ensure change is being embedded and Building Standards achieved reaccreditation for a period of 2 years in the 19/20 period. 	
Principle 7 - Improvement plan	<ol style="list-style-type: none"> To create a consolidated decision tracker for Best Value, assurance and Annual Accounts recommendations– Head of Strategy and Communications/Finance An Internal Audit review into council assurance and the annual governance statement has identified gaps in processes and actions which will be progressed during the coming period. To progress a review of Governance and Assurance in relation to the Council’s Arm’s Length External Organisations. 	Responsible officer(s) <ol style="list-style-type: none"> Head of Strategy and Communications/Finance Executive Director of Resources/Chief Internal Auditor

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| | <p>4) To action recommendations from Audit Scotland and Scott Moncrieff's Best Value Audit of the Council once published.</p> <p>5) Following presentation of the 2019/20 Internal Audit annual opinion to the Governance, Risk and Best Value Committee in August 2020, and agreement on amendment on the IA annual opinion, it was agreed that the Chief Executive and Executive Directors would draft a comprehensive plan detailing how the areas for improvement in the annual opinion will be addressed to ensure improvement in advance of 2020/21 annual opinion.</p> | <p>3) Head of Strategy and Communications</p> <p>4) Corporate Leadership Team (CLT)</p> <p>5) Chief Executive/CLT</p> |
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Appendix 2 – Comparison of 18/19 and 19/20 Scoring





