

## The City of Edinburgh Council

Edinburgh, Thursday, 5 February 2015

**Present:-**

### **LORD PROVOST**

**The Right Honourable Donald Wilson**

### **COUNCILLORS**

Elaine Aitken  
Robert C Aldridge  
Norma Austin Hart  
Nigel Bagshaw  
Jeremy R Balfour  
Gavin Barrie  
Chas Booth  
Mike Bridgman  
Deidre Brock  
Steve Burgess  
Andrew Burns  
Steve Cardownie  
Maggie Chapman  
Maureen M Child  
Bill Cook  
Nick Cook  
Gavin Corbett  
Cammy Day  
Denis C Dixon  
Karen Doran  
Paul G Edie  
Catherine Fullerton  
Nick Gardner  
Paul Godzik  
Joan Griffiths  
Bill Henderson  
Ricky Henderson  
Dominic R C Heslop

Lesley Hinds  
Sandy Howat  
Allan G Jackson  
Karen Keil  
David Key  
Richard Lewis  
Alex Lunn  
Melanie Main  
Mark McInnes  
Adam McVey  
Eric Milligan  
Joanna Mowat  
Gordon J Munro  
Jim Orr  
Lindsay Paterson  
Ian Perry  
Alasdair Rankin  
Vicki Redpath  
Keith Robson  
Cameron Rose  
Frank Ross  
Jason G Rust  
Alastair Shields  
Stefan Tymkewycz  
David Walker  
Iain Whyte  
Norman Work

## 1. Mortonhall

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### a) Deputation – Mortonhall Ashes Action Committee

The deputation welcomed the plans for the two memorial gardens and thanked the Council for its speedy reaction to the report by Dame Elish Angiolini.

There were some concerns that the settlement of claims had become divisive amongst parents and seen as a 2 tier system. They felt that it was unreasonable to differentiate between those who had and had not sought medical help since the scandal broke and that the two should not therefore be treated differently.

There was also the issue of new parents coming forward who had not yet sought legal advice but who were also entitled to any settlement to be considered in the future.

### b) Mortonhall Crematorium – Settlement of Claims – report by the Chief Executive

Details were provided on the proposed scheme to settle 129 claims from parents affected by previous practices at Mortonhall Crematorium.

#### **Decision**

- 1) To approve the terms of the settlement scheme (“Scheme”), the main details of which were outlined in the report by the Chief Executive.
- 2) To approve payment of the costs of the Scheme in the amount necessary to settle the 129 claims in accordance with the terms of the Scheme.
- 3) To delegate authority to the Chief Executive or the Director of Corporate Governance to finalise the details of the Scheme with such supplementary terms as the Chief Executive or the Director of Corporate Governance should consider appropriate and to enter into the Scheme on behalf of the Council and make payments to claimants in accordance with its terms.

(References – report by the Chief Executive, submitted)

### c) Mortonhall Action Plan – Update – report by the Chief Executive

An update was provided on progress made on actions from the Mortonhall Investigation undertaken by Dame Elish Angiolini DBE QC, and the action plan by the Chief Executive’s Multi-Agency Working Group.

#### **Decision**

- 1) To note the update on actions from the report from Mortonhall Investigation undertaken by Dame Elish Angiolini DBE QC and Action Plan by the Multi-Agency Working Group.
- 2) To approve the Policy Document on Cremation Services.
- 3) To note and accept the recommendation from the Chief Executive’s Working Group on an interim basis to approve the revised Supplementary Guidance presented to Committee, pending the introduction of a new version of

statutory Form A, which would be introduced through the Burials and Cremations Bill in 2016.

- 4) To note thanks to Scottish Rugby Union, Murrayfield for support in facilitating space for meeting with affected parents in November 2014.
- 5) To note thanks to independent garden landscape designers for waiving initial consultation fees in support of developing a memorial to affected babies, and note that initial design options had been available to parents from 29 January 2015.
- 6) To note that a further update report would be presented to the City of Edinburgh Council in June 2015, one year after original approval of the recommendations and action plan.

(References – Act of Council No 1 of 26 June 2014, Corporate Policy and Strategy Committee 4 November 2014 (item 5); report by the Chief Executive, submitted)

### **Declaration of Interests**

Councillor Milligan declared a financial interest in the above item, as a member of his family was employed by the firm of solicitors representing some of the parents, and left the meeting during the Council's consideration.

## **2. Motion by Councillor Rust – Lothian Buses**

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### a) Deputation – Lothian Buses JTUC

The deputation indicated support for Councillor Rust's motion regarding Lothian Buses. They expressed concern at the lack of transparency and the continued uncertainty and confusion.

They indicated that they had previously raised concerns regarding the running of Lothian Buses following which an investigation and mediation had taken place. The deputation was concerned that the recommendations of the investigation had been rejected by the Council, which they felt should have been accepted.

The deputation submitted a petition signed by 1740 members and urged the Council to remove Councillor Hinds as Convener of the Transport and Environment Committee to enable Lothian Buses to be able to move forward.

### b) Motion by Councillor Rust

The following motion had been submitted by Councillor Rust in terms of Standing Order 16.1:

“Council

- 1) Welcomes the public ownership of the award-winning Lothian Buses (“the company”) which operates over 70 services and has a fleet of over 700 vehicles.
- 2) Notes with concern as the major shareholder in the company:-
  - (a) the lack of clarity around the departure of the experienced former Chairman of the company, Ann Faulds, in November 2014;

- (b) the long-running management difficulties and questions of governance at the company and their impact on staff morale and confidence in the company;
  - (c) the briefings to the press by an unnamed “senior council source”;
  - (d) the appointment of the Transport Convener as an Observer on the company board; and
  - (e) the recently announced dismissal of four Executive directors by 2017.
- 3) Recognises that the Joint Trade Union Committee issued a statement unanimously calling on the Convener of Transport to have no role, advisory or otherwise with Lothian Buses.
  - 4) In the interests of transparency and *recognising the Council’s shareholder responsibility*, calls for a report in one cycle *detailed* events and Council involvement since January 2014 in relation to points 2 (a) to (e) of this motion, *to include reference* to all meetings and decisions taken, accepting that some information may be sensitive or confidential.”

### **Decision**

- 1) To welcome the public ownership of the award-winning Lothian Buses (“the company”) which operated over 70 services and had a fleet of over 700 vehicles.
- 2) To note that the Transport Spokespersons from each political party had been kept briefed individually and at committee. As a consequence of concerns arising from the long-running management difficulties and questions of governance at the company and their impact on staff morale and confidence in the company, the Convener, Vice Convener and opposition party spokespersons had now agreed to meet as a group on a regular basis to address these concerns.
- 3) To recognise that some elected members and members of the public were inevitably not in possession of the full facts. Therefore in the interests of transparency and *recognising the Council’s shareholder responsibility*, call for an independent external report to Governance, Risk and Best Value Committee in three cycles *detailed* events and Council involvement in relation to Lothian Buses’ management difficulties, to include reference to all meetings and decisions taken, accepting that some information might be sensitive or confidential.
- 4) To note that the current Chairperson of Lothian Buses was currently reviewing the senior management position in Lothian Buses and expected his review to be completed by April 2015. The Council’s intention would be that the outcome of this review be reported to the Council.

### 3. Minutes

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#### Decision

To approve the minute of the Council of 11 December 2014 as a correct record.

### 4. Questions

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The question put by a member to this meeting, written answer and supplementary question and answer are contained in Appendix 1 to this minute.

### 5. Leader's Report

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The Leader presented his report to the Council. The Leader commented on:

- Twenty is the New 30 – Roll out of 20mph limits across the City
- General Election – National Voter Registration Day
- New STV Edinburgh Show

The following questions/comments were made:

- |                            |   |   |
|----------------------------|---|---|
| Councillor Nick Cook       | - | 20mph limits  |
| Councillor Rose            | - | Teachers numbers  |
| Councillor Jackson         | - | 20mph limits implementation programme - consultations   |
| Councillor Edie            | - | Congratulations to Ellen Muir and Sue Bruce for New Years Honours   |
|                            | - | Congratulations to Moira Robertson, Minister at the Old Parish Kirk, Corstorphine – Award to Corstorphine as Edinburgh's first Fair Trade Village |
|                            | - | Best Value Audit – Feedback session   |
| Councillor Fullerton       | - | Congratulations to Children and Families officers in achieving high standards in the effectiveness in child protection arrangements in Edinburgh  |
| Councillor Burgess         | - | Welfare Reform report – Edinburgh foodbanks – meeting with the Under Secretary of State for Scotland to raise the Council's concerns              |
| Councillor Cardownie       | - | Reputation of the Council to the people of the City   |
| Councillor Ricky Henderson | - | Living Wage – continue to promote the benefits of the Living Wage across the City   |

- |                      |   |  |
|----------------------|---|--|
| Councillor Work      | - | Forth Bridge – 125year celebrations  |
| Councillor Balfour   | - | Trams – seconder of motion to stop the Tram at Haymarket   |
|                      | - | Lothian Buses – independent inquiry – consultation with Group Leaders                                    |
| Councillor Day       | - | Success of schools in the west of the City – Craigroyston Community High School - Partnership Work Award |
| Councillor Burns     | - | Congratulations to Kirkliston Primary School and Nursery School staff – first class inspection report    |
| Councillor Tymkewycz | - | Meadowbank Stadium – Delivery of Council outcomes  |
| Councillor Lewis     | - | Update on Sir Walter Scott novel “The Bride of Lammermuir”   |
| Councillor Brock     | - | The Big Dinner Initiative – 7 March 2015   |

## 6. Appointment to the Local Authority Pension Fund Forum (LAPFF)

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The Pensions Committee had endorsed the appointment of Councillor Rose to the Local Authority Pension Fund Forum (LAPFF) Executive Committee. At their meeting on 21 January 2015 the LAPFF had re-appointed Councillor Rose to its Executive Committee as one of two Vice Chairs and the Council was asked to ratify this appointment.

### Decision

To approve the appointment of Councillor Rose as Vice-Chair of the Executive Committee of the LAPFF.

(References – Pensions Committee 17 December 2014 (item 11); report by the Director of Corporate Governance, submitted)

## 7. Appointment to the Board of Hutchison Vale Community Sports Club

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Details were provided of an invitation received from Hutchison Vale Community Sports Club for the Council to appoint an elected member to its Board of Trustees.

## Decision

To appoint Councillor Fullerton to the Board of Hutchison Vale Community Sports Club.  
(Reference – report by the Director of Corporate Governance, submitted.)

## 8. Operational Governance – Review of Contract Standing Orders and Guidance on the Appointment of Consultants

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The Council had approved the current Contract Standing Orders (CSOs) and the Guidance on the Appointment of Consultants on 29 October 2012.

The Finance and Resources Committee had referred a report on the outcome of a review that had been carried out of the Council's CSOs which outlined a number of proposed key changes to the Contract Standing Orders and the Guidance on Appointment of Consultants.

The adjusted CSOs and Appointment of Consultants were presented.

### Decision

1) To approve the proposed revisals to the existing CSOs and Appointment of Consultants as adjusted by the Finance and Resources Committee on 30 October 2014 (Appendices 1 and 2 of the report by the Director of Corporate Governance), with approval to take effect from the date of the Council decision (5 February 2015).

2) To approve Option 1 in the report of 23 October 2014 as proposed by the Finance and Resources Committee on 30 October 2014, by inserting the following in the Contract Standing Orders:

“Where legally permissible the Council shall seek to ensure that for purchases or contracts of an estimated value of £50,000 or less that at least one Small or Medium Enterprise (SME) from the City of Edinburgh or an SME who is a significant employer within the City of Edinburgh is invited to tender in any process. For future repeat procurements for similar goods, services or works the Council shall seek to ensure that at least one new SME from the City of Edinburgh or a new significant employer within the City of Edinburgh is invited to tender in any process”.

3) To delegate authority to the Director of Corporate Governance to make such revisals to CSOs and Guidance on the Appointment of Consultants:

- i) as may be necessary in order to implement the decisions of Council in relation to the report;
- ii) as required as a result of changes to legislation or statutory guidance; and
- iii) any other minor or consequential changes;

in consultation with the Convener and Vice-Convener of the Finance and Resources Committee.

- 4) To note that there would be an annual review of CSOs to ensure that they continued to work effectively and secured continuous improvement and Best Value and that any proposed amendments were reported to Council together with the reasons for those proposed amendments.
- 5) To approve the revisions to the Appointment of Consultants as noted in Table 2 and Appendix 2 of the report by the Director of Corporate Governance.

(References – Act of Council No 10 of 23 October 2014, Finance and Resources Committee 30 October 2014 (item 13); referral from the Finance and Resources Committee and report by the Director of Corporate Governance, submitted.)

## **9. Edinburgh Tram Inquiry – Waiver of Confidentiality**

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The Council had agreed that in order to assist Lord Hardie's inquiry into the Edinburgh Tram Project, where any former employee, who had been in any way associated with the project, and whose departure had been associated with a compromise or similar agreement containing a confidentiality undertaking, the Council would not rely on and would waive any such undertaking to the extent necessary to enable each such person, should they choose to do so, fully and freely to give evidence and provide any material or information to the inquiry notwithstanding undertakings given in any such agreement.

Details were provided on a request received from the Edinburgh Tram Inquiry that the Council further extend the waiver of duties of confidentiality owed to the Council and its subsidiary undertakings to allow those owing such duties to co-operate with the Inquiry.

### **Decision**

To note the action taken under the urgency procedures set out in paragraph A4.1 of the Committee Terms of Reference and Delegated Functions as detailed in the report by the Director of Corporate Governance.

(References – Act of Council No 14 of 26 June 2014; report by the Director of Corporate Governance, submitted.)

### **Declaration of Interests**

Councillors Bagshaw, Hinds, McVey and Mowat declared a non-financial interest in the above item as Directors of Transport for Edinburgh.

## **10. Best Value (2) Audit Report 2014**

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The Council had presented its Best Value Audits to the Accounts Commission in February 2007 and May 2013 with a progress update presented to the Accounts Commission in December 2014.

Details were provided on the findings and recommendations for action from the Best Value follow up audit report.

### **Motion**

- 1) To note the findings from the Best Value (2) Audit Report 2014.



- 2) To note that Audit Scotland would scrutinise the Council's outcomes of the improvement monitoring schedule in December 2015 and might decide to carry out a further audit.
- 3) To agree to refer the report and the improvement monitoring schedule to the Corporate Management Team and Governance, Risk and Best Value Committee for further scrutiny and information.

- moved by Councillor Burns, seconded by Councillor Cardownie

#### **Amendment 1**

- 1) To welcome the Accounts Commission Best Value Audit Report 2014 which followed up full Best Value Audits in 2007 and 2013 and the significant role it played in exposing the strategic challenges the Council faces. Particularly, Council notes the significant areas for improvement highlighted in paragraph 2.3 of the Director of Corporate Governance's report and elsewhere throughout the documents.
- 2) To record the Council's concern that the actions of the Administration parties had consistently failed to provide leadership on this issue over a significant period:
  - by rejecting strategic change such as the ABM programme which would have delivered £40m of additional savings and service improvements in comparison to the Public Sector Comparator;
  - by omitting to have a workforce plan in place despite this being a requirement stemming from the first Best Value report in 2007 and being the key underpinning requirement of any strategic change programme;
  - through its lack of delivery of significant service improvement and budgetary savings such as the decision not to close Castlebrae High School and the delay in implementing plans for Leith Waterworld.
- 3) To agree that there was little confidence in the Administration to deliver on the piecemeal change programme now proposed due to its political weakness to address challenge on difficult financial and staffing issues, delays in bringing forward the change programme and the self imposed policy constraints which limited Administration action to deliver these programmes. To further note that these programmes still failed to deliver the full budget savings required over the next three years without additional budget service cuts.
- 4) To call for a further report from the Chief Executive setting out a strategic change plan to draw together the significant pieces of work in plan, such as the BOLD programme and Organise to Deliver in order progress on these actions could be monitored in a consistent way along with new actions to increase the scope of the programme to meet the full challenge ahead.
- 5) To call for a review of all Administration policies that constrained strategic change (such as "presumption against outsourcing", "no compulsory redundancies" and "redeployment policies"). This work to be undertaken so that the Council could take forward strategic change in a way that met the budgetary

and service challenges outlined in the report by the Director of Corporate Governance in the medium to long term and allowed the Council to continue to deliver improved services to their customers.

- moved by Councillor Whyte, seconded by Councillor Balfour

### **Amendment 2**

- 1) To note the findings from the Best Value (2) Audit Report 2014.
- 2) To note that Audit Scotland would scrutinise the Council's outcomes of the improvement monitoring schedule in December 2015 and might decide to carry out a further audit.
- 3) To agree to refer the report and the improvement monitoring schedule to the Corporate Management Team and Governance, Risk and Best Value Committee for further scrutiny and information.
- 4) To note the failure to achieve the promised savings in procurement and the failure to achieve promised savings and service targets using the In-House Environmental Services service model, and the urgency of achieving savings in the BOLD project, to agree that in its consideration of the report, the Governance, Risk and Best Value Committee should reconsider the benefits of ABM for environmental services as alternative to cutbacks to the voluntary sector and as a means of releasing funds to meet needs in Social Care.
- 5) To ask the Governance, Risk and Best Value Committee to also consider whether the necessary savings identified by the BOLD initiative could be achieved without reconsideration of the blanket no compulsory redundancies policy.
- 6) To agree that the regular monitoring reports proposed to the Leader and Council Management Team be also circulated to an appropriate Committee(s) of the Council for all party scrutiny.

- moved by Councillor Edie, seconded by Councillor Aldridge

### **Voting**

The voting was as follows:

For the Motion	-	41 votes
For Amendment 1	-	11 votes
For Amendment 2	-	3 votes

### **Decision**

To approve the motion by Councillor Burns.

(Reference – report by the Director of Corporate Governance, submitted.)

## **11. Council Diary 2015-2016**

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The draft Council diary for 2015-2016 was presented.

## **Decision**

- 1) To approve the Council diary for August 2015 to August 2016 as set out in Appendix 1 to the report by the Director of Corporate Governance.
- 2) To authorise the Director of Corporate Governance to make minor changes to the Council diary as required.

(References – Act of Council No 5 of 11 December 2014; report by the Director of Corporate Governance, submitted)

## **12. New Scheme Update (Governance) – referral from the Pensions Committee**

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The Pensions Committee had referred a report on a proposed governance structure and associated documentation for information.

### **Decision**

To note the report by the Director of Corporate Governance

(References – Pensions Committee of 17 December 2014 (item 6); referral report from the Pensions Committee, submitted)

## **13. Motion by Councillor Hinds – East Coast Rail Service**

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The following motion by Councillor Hinds was submitted in terms of Standing Order 16:

“Council welcomes investment in the East Coast rail service which achieves higher environmental standards across the fleet.

However, Council is concerned that some proposals for the East Coast rail franchise, with the introduction of the new InterCity Express Programme (IEP) trains, could see significant staffing and service cuts on East Coast services.

Council therefore agrees to write to the UK Government and the new East Coast operator to urge them to protect the interests of passengers and the communities who rely on these rail services by ensuring all contracts are set up to deliver properly funded, properly staffed and affordable railways.”

### **Motion**

To approve the motion by Councillor Hinds.

- moved by Councillor Hinds, seconded by Councillor McVey

### **Amendment**

- 1) To welcome investment in the East Coast rail service which achieved higher environmental standards across the fleet.
- 2) To note the Department for Transport announcement earlier last week that a contract worth £2.7bn had been awarded to Hitachi in Newton Aycliffe to build new trains which would provide over 800 new carriages and create over 700 much-needed jobs in County Durham.

- 3) To note that the InterCity Express Programme (IEP) continued a well-received programme initiated by the Labour Government in 2005 to improve the rail infrastructure in the UK through further investment and welcomed progress in providing best service and care for customers between Scotland and London on the East Coast line.
- 4) To note concerns had been raised about staffing and service levels in the press and therefore agree to write to the UK Government and the new East Coast operator to ask them to clarify the situation regarding proposed staffing and service levels and to urge them to protect the interests of passengers and the communities who relied on these rail services by ensuring all contracts were set up to deliver properly funded, properly staffed and affordable railways.

- moved by Councillor Mowat, seconded by Councillor Heslop

### **Voting**

The voting was as follows:

For the motion	-	42 votes
For the amendment	-	10 votes

### **Decision**

To approve the motion by Councillor Hinds

## **14. Motion by Councillor Hinds – Drylaw Rainbow Club Day Centre**

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The following motion by Councillor Hinds was submitted in terms of Standing Order 16:

“Council notes that Drylaw Rainbow Club Day Centre celebrates its 30<sup>th</sup> anniversary in June. Council commends the work of the Centre which provides a high standard of care for frail older people and dementia sufferers aged over 65.

The Centre provides accessible transport, breakfast and lunch and personal care for its 75 users and recently received a Care Inspectorate Report which shows that the highest standards of care are being delivered.

Council asks the Lord Provost to celebrate this achievement in an appropriate manner.”

### **Decision**

To approve the motion by Councillor Hinds

## **15. Motion by the Lord Provost – New Years Honours**

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The following motion by the Lord Provost was submitted in terms of Standing Order 16:

“Council congratulates all 18 Edinburgh residents, including Head Teacher Ellen Muir, who have received honours in the New Year’s Honours list, recognising the major contribution that each person has made to the civic life of the city.

Council also congratulates Sue Bruce, Chief Executive, who has been made a Dame Commander of the Order of the British Empire, in recognition of her long and distinguished career in local government.

Council agrees to mark these achievements in an appropriate manner.”

## Decision

To approve the motion by the Lord Provost.

## 16. Motion by Councillor Booth – Fracking and Unconventional Gas

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The following motion by Councillor Booth was submitted in terms of Standing Order 16:

“This Council:

- 1) Notes concerns over the health and environmental impacts of unconventional gas, fracking and coal gasification;
- 2) Notes that, France, Ireland, the Netherlands, New York State and many other countries and states have implemented moratoria or bans on fracking;
- 3) Believes that allowing unconventional gas, fracking and coal gasification in Edinburgh would be inconsistent with the council's climate change targets and would pose unacceptable risks to people's health and the local environment;
- 4) Calls for a report within three cycles to review the minerals policies in the Local Development Plan in light of new health concerns over unconventional gas, fracking and coal gasification, and to ensure the LDP is consistent with the Council's sustainability policies and climate change targets;
- 5) Agrees that this report should also set out options for the council to implement an immediate ban on unconventional gas, fracking and coal gasification.”

## Motion

To approve the motion by Councillor Booth.

- moved by Councillor Booth, seconded by Councillor Bagshaw

## Amendment

That no action be taken on the matter.

- moved by Councillor Rose, seconded by Councillor Nick Cook

## Voting

The voting was as follows:

For the motion	-	45 votes
For the amendment	-	10 votes

## Decision

To approve the motion by Councillor Booth.

## Appendix 1

(As referred to in Act of Council No 4 of 5 February 2015)

### QUESTION NO 1

By Councillor Balfour for answer by the Convener of the Finance and Resources Committee at a meeting of the Council on 5 February 2015

**Question** (1) Requests the Convener lists the numbers of individuals by Department, who are currently in Acting Up / Secondment positions at Grade 8 and above who have been in post for 3 months or more?

### Answer

(1)

Service Area	Acting Up	Secondment
Economic Development	5	4
Corporate Governance	23	13
Children and Families	30	19
Health and Social Care	24	28
Services for Communities	51	36
	<b>133</b>	<b>100</b>

**Question** (2) To provide the length of time each of these individuals have been in post?

**Answer** (2)

Occupancy Type	Grade	3 - 12 months	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	5 - 11 years	Total Staff
Acting Up	GR8	18	9	8	10	3	5	53
	GR9	12	7	11	10	4	2	46
	GR10	7	2	2	4			15
	GR11	5	3		1	1		10
	GR12	1	1		1	1		4
	JNC46	2		2				4
JNC66	1						1	
<b>Acting Up Total</b>		<b>46</b>	<b>22</b>	<b>23</b>	<b>26</b>	<b>9</b>	<b>7</b>	<b>133</b>
Secondment	GR8	18	16	9	7		6	56
	GR9	5	5	6	6	2	1	25
	GR10	4	1	3	3	1		12
	GR11		1	1		1		3
	GR12	2				1		3
	JNC46	1						1
<b>Secondment Total</b>		<b>30</b>	<b>23</b>	<b>19</b>	<b>16</b>	<b>5</b>	<b>7</b>	<b>100</b>
<b>Total Staff</b>		<b>76</b>	<b>45</b>	<b>42</b>	<b>42</b>	<b>14</b>	<b>14</b>	<b>233</b>

**Question** (3) To detail the cost to the Council of these arrangements?

**Answer** (3) **Additional Cost of Acting Up and Secondment Positions at GR8 with Duration Greater than 3 Months**

Service Area	Acting Up Staff	Secondment Staff	Basic Pay Cost (Additional)	Employer Costs (Projected)	Total Additional Cost
Economic Development	5	4	£43,970	£11,872	£55,842
Corporate Governance	23	13	£132,341	£35,732	£168,073
Children & Families	30	19	£226,169	£61,066	£287,235
Health and Social Care	24	28	£164,848	£44,509	£209,357
Services for Communities	51	36	£649,468	£175,356	£824,825
	<b>133</b>	<b>100</b>	<b>£1,216,797</b>	<b>£328,535</b>	<b>£1,545,332</b>

Employer Costs calculated at 27% (non-teaching staff)

**Question** (4) To confirm the strategy for dealing with filling these positions on a full-time basis?

**Answer** (4) All positions currently covered by acting up or secondment will be reviewed as part of the 'Organise to Deliver' programme and positions will be filled, if required in the new model, on a permanent basis. The remaining positions will be retained as acting up or secondment because they are in place for reasons such as maternity cover or cover for career breaks.

**Supplementary Question** Can I thank the Convener for his answer. Can I take him to question 4 and the answer he has given in regard to the policy going forward. I think the Leader in November in a question from one of my colleagues said that this would be dealt with in the report that we debated in December. From my recollection, this report that we agreed doesn't actually give a timeline or any outline strategy of how these positions will be filled.

What is his timescale and what is his hope that all these acting posts will come to an end in the immediate future.

**Supplementary Answer** I thank Councillor Balfour for his question. I appreciate what he says about the timeline. It's quite obvious if you look at what we have been doing in terms of Organise to Deliver and the various work streams that we have proposed under that heading that we will be initiating a workforce revision and we will be looking to implement this as part of our overall workforce strategy. That business case is yet to come before my Committee but it will do so in the very near future, at that Committee's next meeting, and I fully expect that the matters you have raised in your question will be addressed then and the moves to rectify the situation will happen as part of that workstream.