

10am, Thursday 30 June 2016

City of Edinburgh Council Performance Overview 2016

Item number 8.1
Report number
Executive/routine
Wards

Executive summary

This paper provides the City of Edinburgh Council with an overview of performance for the year 2015/16 and identifies challenges for the year ahead.

This report provides a strategic overview of performance drawing from insight and analysis from a range of performance reports - including the Council Performance Dashboard, the Edinburgh Partnership Annual Performance Report, and the bi-annual Coalition Pledges Progress report - showing a number of areas where good progress has been made and highlighting areas for improvement.

The report also makes a number of proposals for further developing the Council's Performance Management Framework.

Links

Coalition pledges	All
Council outcomes	All
Single Outcome Agreement	All

Report

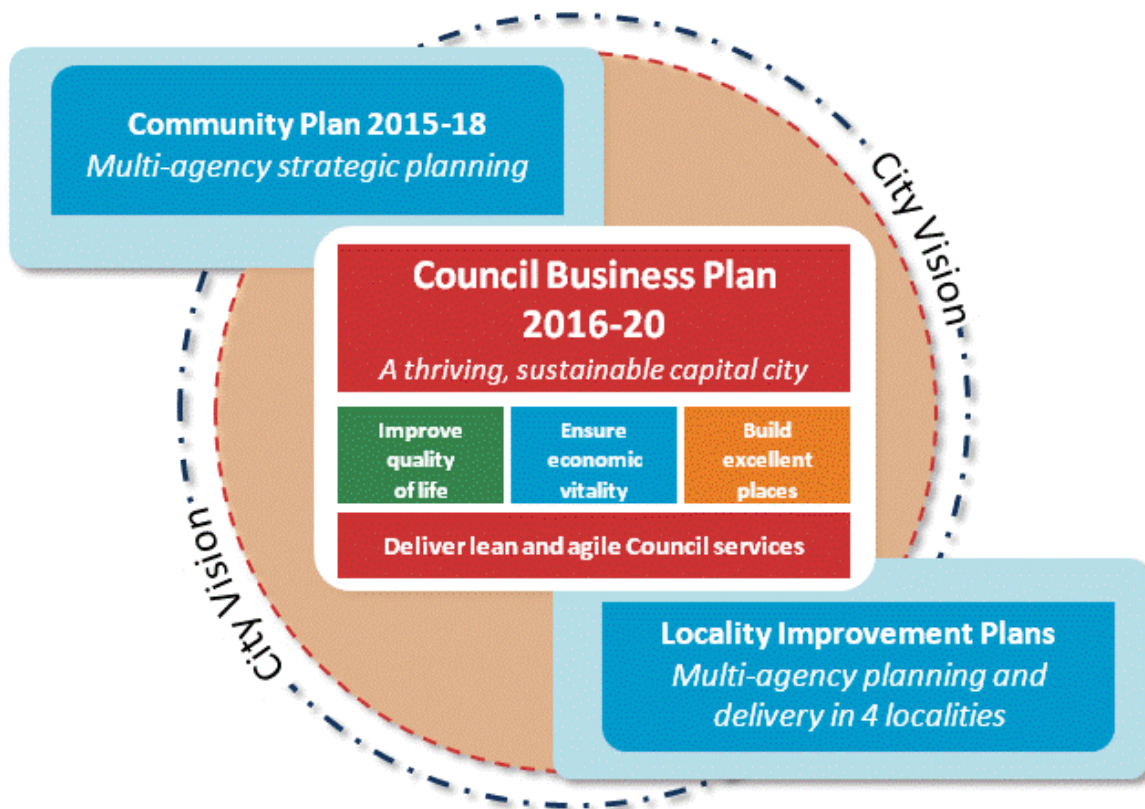
City of Edinburgh Council Performance Overview 2016

Recommendations

- 1.1 To note the contents of the report, particularly the areas of good progress and the areas requiring further improvement
- 1.2 To agree to the proposals for further development of the Performance Management Framework

Background

- 2.1 The Council Business Plan for 2016-20 forms the central part of a single planning framework that provides strategic direction and priorities for all Council services, partnership working, and delivery of services in localities.
- 2.2 The framework consists of three dimensions, covering the internal work of the Council, our approach to working with partner agencies and the way we work in communities and localities. Across all of these dimensions, the framework includes actions, work plans and monitoring activity to manage risks and ensure delivery of the Council's long term vision for the city.



- 2.3 The Council Business Plan and its associated actions are reviewed on an annual basis in line with the Council Budget approval process. In line with this review cycle, a mid-year review of the plan and its implementation is planned for scrutiny and discussion by CLT and elected members in September 2016. In advance of this review, this paper provides a summary of key strategic performance challenges highlighted by performance management reports for the period to June 2016. In doing so, the paper makes recommendations for areas of improvement to be included in the Business Plan, and for amendments to the performance management framework that accompanies the plan.

Main report

Key Performance Overview

- 3.1 At present, the Council's approach to performance management includes regular monitoring of progress against outcomes, actions and targets set out in each of these strategic plans. This includes:
- Monthly monitoring of performance at CLT and service level management teams against key indicators and targets;
 - Six monthly reporting of performance to elected members through the Corporate Policy and Strategy Committee and executive committees;
 - Six monthly reporting to the Edinburgh Partnership Board relating to progress against community plan outcomes and commitments; and
 - Six monthly monitoring and reporting of progress against Capital Coalition Pledges.
- 3.2 While this provides a useful approach for targeted and specific performance monitoring, it does carry a risk that performance discussions can become fragmented and disconnected from their wider strategic context.
- 3.3 To address this risk, alongside these regular monitoring schedules, this report provides a strategic overview of performance drawing from insight and analysis from a range of performance reports, including:
- **Analysis of external, city wide progress and challenges** – drawn from Edinburgh Partnership Board progress reporting and other sources – Appendix 1 to this paper includes the June 2016 Edinburgh Partnership Annual Performance Monitoring report.
 - **Analysis of Council service delivery performance and challenges** – drawn from the Council Performance Dashboard, service level performance reports and other sources. The Council Business Insight Dashboard is provided to elected members for scrutiny via the IBM Cognos ipad app, showing [performance data for the period to April 2016](#). Alongside this dashboard, Appendices 2 and 3 to this report include the Council's annual

report on complaints management indicators, and the six monthly report on progress towards delivery of Capital Coalition Pledges.

- **Analysis of workforce management performance and challenges** – drawn from workforce monitoring, reporting and analysis, and
- **Analysis of financial Savings performance and challenges** – monitoring progress against delivery of savings targets set out in the Revenue Budget Framework and Council Business Plan.

3.4 Across the suite of Council performance reporting, data shows a number of areas where good progress has been made in the past year across all four of the strategic themes outlined in the Council Business Plan. These include improvements to school attainment and exclusions, increases in attendances at museums and galleries and Edinburgh Leisure facilities, increases in customer interaction with library services, continued good progress in Council Economic Development programmes to support the creation and safeguarding of jobs, as well as improvement in Council tax collection rates.

3.5 Alongside these, analysis from the reports attached also highlights a number of areas for improvement where performance has fallen below target, or where pressures expected over the next year mean that performance challenges are anticipated. Across these areas for improvement, a number of common themes include:

- **Inequality** – Data show persistent and, in some cases, increasing inequality across the city, both in terms of income as well as outcomes. These issues are strongly highlighted in data showing the gap between successful health and education outcomes for those living in deprived areas as compared with those across the whole of the city.
- **Customer and citizen experience** - Data show wide variations in experience and perception of Council services between different areas of the city and different customer and citizen types.
- **Locality insight** – Analysis of performance and customer characteristics shows differences in demographic pressures and service demand differences between the four localities.
- **Financial and workforce pressures** - Financial challenges including successful implementation of the current transformation programme and realising all of the approved savings.

3.6 Specific areas identified as requiring a focus for improvement include:

Improve Quality of Life

- The number of children who need to be looked after, is showing a reduction in the rate per 1,000, in response to the early intervention work but there remain specific challenges around foster placements with City of Edinburgh foster carers, use of out of council residential care and use of secure care.

- Improving attainment of young people with a particular focus on closing the attainment gap for Looked After Children and those who live in poverty.
- Improving the balance of care for older people so people are supported within their own home wherever possible. Performance in this area has improved since the start of 2016 but remains behind target.
- Reducing delayed discharge so that people are discharged from hospital as soon as possible with support to recover and regain their independence at home and in the community. Following a rise in numbers of people being delayed over the first half of the year, has shown a reduction over the last six months but performance has not met the target.
- Addressing issues of alcohol and drug misuse and alcohol related harm across the city.

Ensure Economic Vitality

- Addressing persistent levels of poverty and low income across the city, including core challenges around in-work poverty and child poverty.
- Addressing and mitigating stark inequalities in income, labour market participation, and labour market outcomes between communities in the city.

Build Excellent Places

- Reducing the number of Council tenants in rent arrears and the level of those arrears. This will be achieved by implementing a new debt recovery process, embedding rent collection in to the locality patchwork model and improving pre-tenancy advice.
- Tackling the acute shortage of affordable and low cost homes in the city and across the city region through the commitment to direct investment of £2 billion to deliver 16,000 new affordable and low cost homes over the next 10 years.
- Improving street cleanliness and the quality of public realm across the city. This includes work to encourage behaviour change in relation to dropping litter, fly-tipping, dog fouling and other environmental anti-social behaviour, as well as work to improve performance on road repairs.
- Reducing missed bin collection complaints through operational improvements. These include: rebalancing waste collection routes, ensuring consistency of collection staff to deliver a repeatable and achievable service, investigating in-cab devices to best support crews.

Deliver Lean and Agile Council Services

- Improving customer and citizen engagement and satisfaction with services.
- Delivery of approved savings, particularly those flagged as at risk. £132m of the £148m required savings have been identified to be achieved by 2019/20, some of which have attendant risks and challenges with mitigating actions.
- Managing workforce costs. The overall size of the Council workforce is reducing, but challenges remain to meet the £64m savings identified through organisational reviews, as well as challenges around overtime and agency expenditure.

- 3.7 Across all these themes and service area the Council Business Plan details the required savings and all of the actions taking place to ensure service delivery and implementation of current priorities. The new performance framework will provide the structure through which all savings, alongside tracking of service performance, will be monitored and reported to CLT and Elected Members, allowing tracking of the continuing effectiveness of service areas through transformation.

Future Development of the Framework

- 3.8 As a part of the mid-year review of the Council Business Plan in September 2016, it is proposed that the persistent performance challenges highlighted above are included as actions for priority improvement.
- 3.9 Alongside this review, it is proposed that the Council Performance Management framework is developed to incorporate the findings noted above. In particular it is proposed that regular reporting to CLT and elected members is reviewed to:
- Provide a core focus on the key service performance challenges highlighted above, in addition to current exception reporting procedures.
 - Incorporate insight into city-wide challenges and priority outcomes, and to provide a more integrated approach to performance monitoring between Council and Community Planning Partners.
 - Align with forthcoming Locality Improvement Plans to provide an integrated Council-wide approach to performance monitoring incorporating progress towards locality priorities.
 - Provide clear focus on providing insight on inequalities in outcome between different areas of the city and different customer groups.
 - Provide a more integrated view of performance, including assessment of financial performance, and workforce challenges alongside analysis of service performance.
- 3.10 Towards these proposals, further engagement with CLT and elected members will take place during the period to September 2016 in advance of discussions on content of a revised Council Business Plan and associated performance frameworks.

Measures of success

- 4.1 This paper provides the City of Edinburgh Council with an overview of performance against a range of performance measures for the year 2015/16 and identifies key issues for measuring success for the year ahead.

Financial impact

- 5.1 Financial impact is set out in the City of Edinburgh Council Business Plan 2016-20.

Risk, policy, compliance and governance impact

- 6.1 Risk, policy, compliance and governance impact is detailed in the City of Edinburgh Council Business Plan 2016-20.

Equalities impact

- 7.1 Equalities impact is detailed in the City of Edinburgh Council Business Plan 2016-20.

Sustainability impact

- 8.1 Sustainability impact is detailed in the City of Edinburgh Council Business Plan 2016-20.

Consultation and engagement

- 9.1 Measures, priorities and outcomes within the City of Edinburgh Council Business Plan 2016-20 have been developed in consultation with stakeholders and will continue to evolve based on continued engagement.

Background reading/external references

1. [City of Edinburgh Council Business Plan 2016-20](#)

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Links

Coalition pledges	All
Council outcomes	All
Single Outcome Agreement	All
Appendices	<ol style="list-style-type: none">1. Edinburgh Partnership Progress Report June 20162. Capital Coalition Pledge Report October 2015 – April 20163. Complaints Analysis Annual Report 2015/16

The Edinburgh Partnership Progress Report

June 2016



THE EDINBURGH PARTNERSHIP













The Edinburgh Partnership Progress Report – June 2016

Welcome to the Edinburgh Partnership Progress Report. This report provides an update on how the partnership is performing against Key Performance Indicators set out in the Edinburgh Partnership Community Plan 2015-18. It also provides an update around the progress of actions and milestones reached on outcomes.

This report is structured around the four partnership outcomes:

- Edinburgh's economy delivers increased investment, jobs and opportunities for all
- Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health
- Edinburgh's children and young people enjoy their childhood and fulfil their potential
- Edinburgh's communities are safer and have improved physical and social fabric

The table below shows overall performance for each of the outcomes. Progress of actions and measurement of performance is described using a RAG (Red, Amber & Green) status.

Edinburgh's economy delivers increased investment, jobs and opportunities for all	Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health
 2 KPIs are meeting target. 9 Actions are on track.	 0 KPIs are meeting target. 13 Actions are on track.
 1 KPI just missed target. 2 Actions within tolerance.	 2 KPI just missed target. 5 Actions within tolerance.
 0 KPIs and actions have missed target or are not met.	 2 KPIs have missed target. 0 actions have not been met.
Edinburgh's children and young people enjoy their childhood and fulfil their potential	Edinburgh's communities are safer and have improved physical and social fabric
 1 KPI is meeting target. 13 Actions are on track.	 9 KPIs are meeting target. 29 Actions are on track.
 2 KPIs just missed target. 7 Actions within tolerance.	 0 KPIs just missed target. 6 Actions within tolerance.
 1 KPI has missed target. 0 actions have not been met,	 0 KPIs and actions have missed target or are not met.


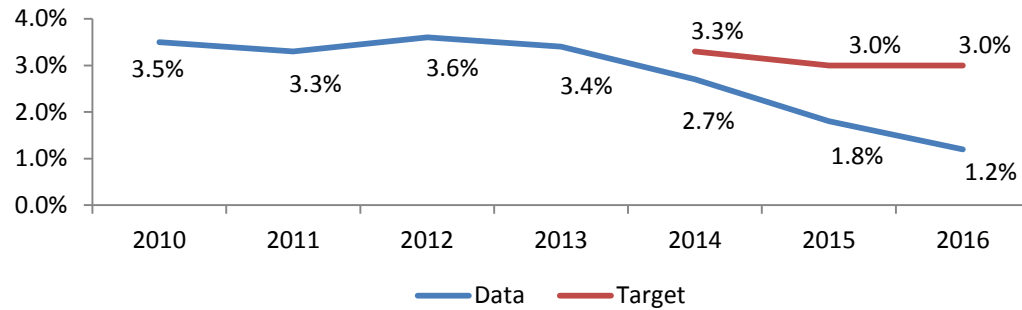

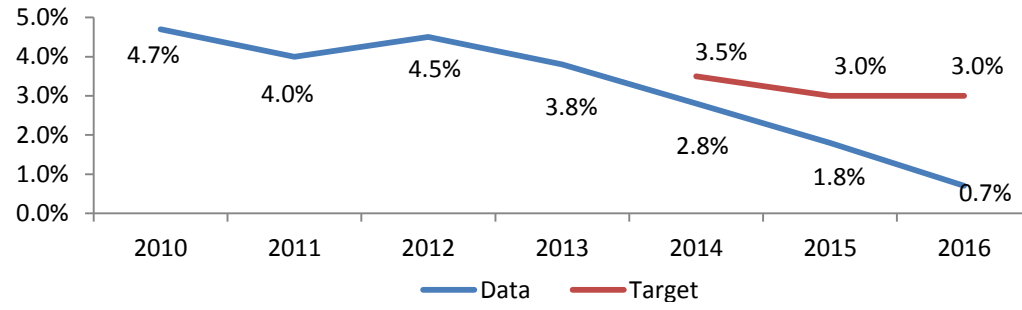

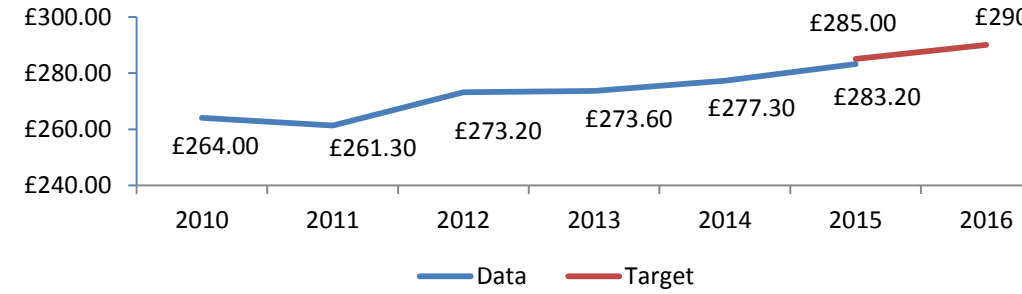
Key Findings

Edinburgh's labour market continues to perform better than Scotland as a whole on key employment measures, however this hides some variation between communities and areas of deprivation. Further analysis shows persistent challenge around low pay. In terms of Health and Social Care, discharge delays continue to pose a major challenge, however there has been some improvement since this measure's peak in 2015. Meanwhile data on licensing shows below target performance for the year 2014/2015. Furthermore, issues remain with foster placements and use of Council residential and secure care. Finally, the number of children who need to be looked after (although showing a reduction in the rate per1,000) has been slow to respond to the early intervention work. Good progress however has been maintained for school leavers who are in a sustained positive destination.

This partnership progress framework will be reviewed over the next twelve months in line with statutory guidance and the development of a new city wide locality improvement plan. This review will include improved focus on monitoring progress towards priority outcomes, improved insight into local variations in performance challenges and improved integration with emerging locality improvement plans across the city.

Edinburgh's economy delivers increased investment, jobs and opportunities for all

Reducing unemployment & tackling low pay

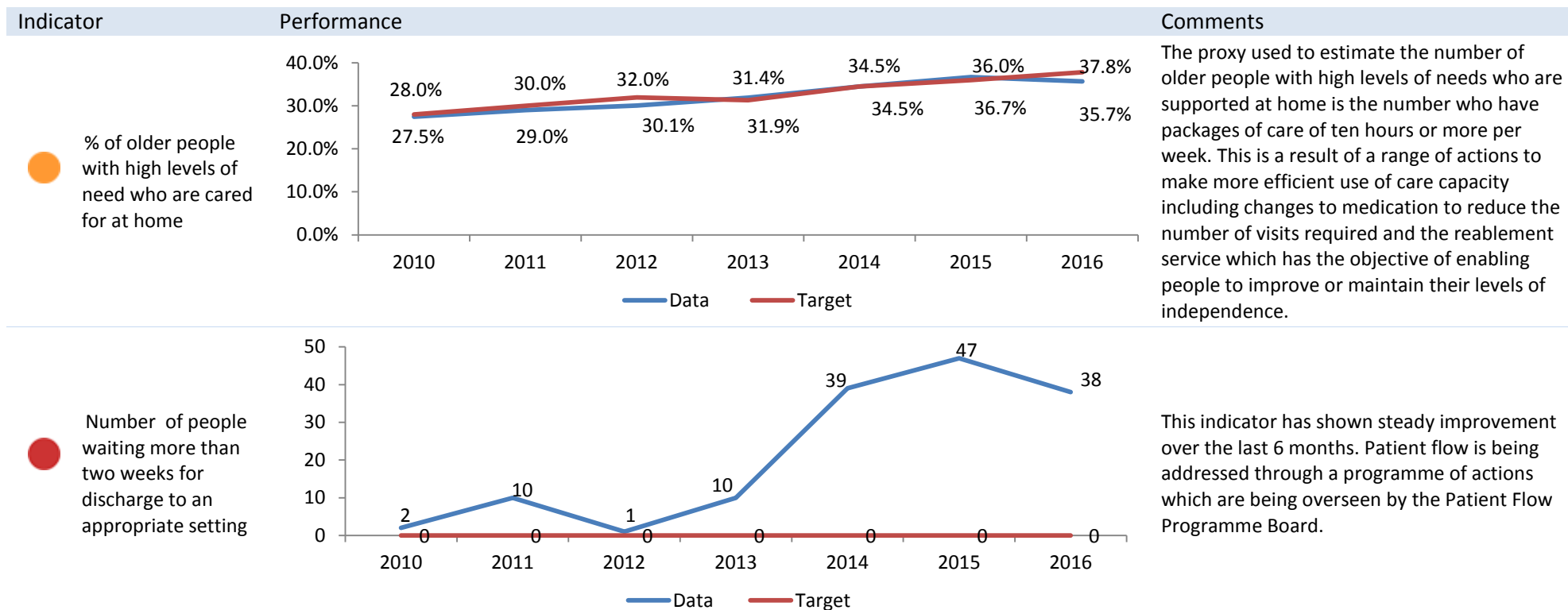
Indicator	Performance	Comments																								
 <p>Unemployment rate Jobseeker's Allowance (JSA) claimants as % of working-age population</p>	 <table border="1"> <caption>Unemployment rate and JSA claimants as % of working-age population</caption> <thead> <tr> <th>Year</th> <th>Data (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>3.5%</td> <td></td> </tr> <tr> <td>2011</td> <td>3.3%</td> <td></td> </tr> <tr> <td>2012</td> <td>3.6%</td> <td></td> </tr> <tr> <td>2013</td> <td>3.4%</td> <td></td> </tr> <tr> <td>2014</td> <td>2.7%</td> <td>3.3%</td> </tr> <tr> <td>2015</td> <td>1.8%</td> <td>3.0%</td> </tr> <tr> <td>2016</td> <td>1.2%</td> <td>3.0%</td> </tr> </tbody> </table>	Year	Data (%)	Target (%)	2010	3.5%		2011	3.3%		2012	3.6%		2013	3.4%		2014	2.7%	3.3%	2015	1.8%	3.0%	2016	1.2%	3.0%	<p>The (JSA) rate in Edinburgh was down 0.6 percentage point on March 2015. It is also lower than the rate recorded in Scotland. Due to welfare reform changes, however, this dataset no longer provides a clear measure of changes in unemployment across the city, and hides significant challenges in relation to underemployment across the city. Alternate proxy measures will be in place ahead of the next EP performance report.</p>
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 <p>Earnings of bottom 25 percentile of Edinburgh residents in employment (full and p/t)</p>	 <table border="1"> <caption>Earnings of bottom 25 percentile of Edinburgh residents in employment (full and p/t)</caption> <thead> <tr> <th>Year</th> <th>Data (£)</th> <th>Target (£)</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>£264.00</td> <td></td> </tr> <tr> <td>2011</td> <td>£261.30</td> <td></td> </tr> <tr> <td>2012</td> <td>£273.20</td> <td></td> </tr> <tr> <td>2013</td> <td>£273.60</td> <td></td> </tr> <tr> <td>2014</td> <td>£277.30</td> <td></td> </tr> <tr> <td>2015</td> <td>£283.20</td> <td>£285.00</td> </tr> <tr> <td>2016</td> <td></td> <td>£290.00</td> </tr> </tbody> </table>	Year	Data (£)	Target (£)	2010	£264.00		2011	£261.30		2012	£273.20		2013	£273.60		2014	£277.30		2015	£283.20	£285.00	2016		£290.00	<p>A consultation is underway with partners and stakeholders on the indicators to ensure that these fit with the agenda and address the economic challenges related to growth. The indicators will focus on:</p> <ul style="list-style-type: none"> - Business growth - Labour market and Skills growth. <p>This indicator could be improved if there was an increase in commitment for the Living Wage from hospitality, retail, care and related service sectors.</p>
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2016		£290.00																								

Summary: The CSR framework was approved by the Economy committee in November 2015 with an action plan progress report due to One City Consortium by March 2016, along with an Influencer event to take place to launch the “Marketplace” model by the end of May. A progress report on Business involvement in school based activities will be taken to the Children and Families Committee in October with a Schools celebratory event to showcase good practice due to take place in February. A multi-agency approach was taken to target 800 unemployed residents to support them to gain and sustain employment by March 2016. The results of this are due soon.




Commitment to Action	Due date	Status
The establishment of a Corporate Social Responsibility (CSR) framework to make it easier for employers to engage in CSR activities	Mar-18	●
To provide a range of programmes and interventions to increase and improve youth employability across the city	Mar-18	●
Identify opportunities for business involvement in school-based activity	Mar-18	●
Employability / skills-based opportunities	Mar-18	●
Establish Edinburgh as Scotland’s Living Wage City	Mar-18	●
Establish and promote community based opportunities for businesses	Mar-18	●
Develop and promote an easy method for businesses to donate or invest in CSR	Mar-18	●
To provide a range of community-based adult literacy and numeracy programmes across the city	Mar-18	●
To provide a range of English to Speakers of Other Languages (ESOL) programmes across the city	Mar-18	●
The college will recruit approximately 13,100 students per year from the City of Edinburgh, with 94% going to a positive destination.	Jul-18	●
Multi agency approach, led by Edinburgh College WEACT to provide positive Job or Education destinations for the City of Edinburgh unemployed.	Mar-16	●

Edinburgh's citizens experience improved health and wellbeing with reduced inequalities in health

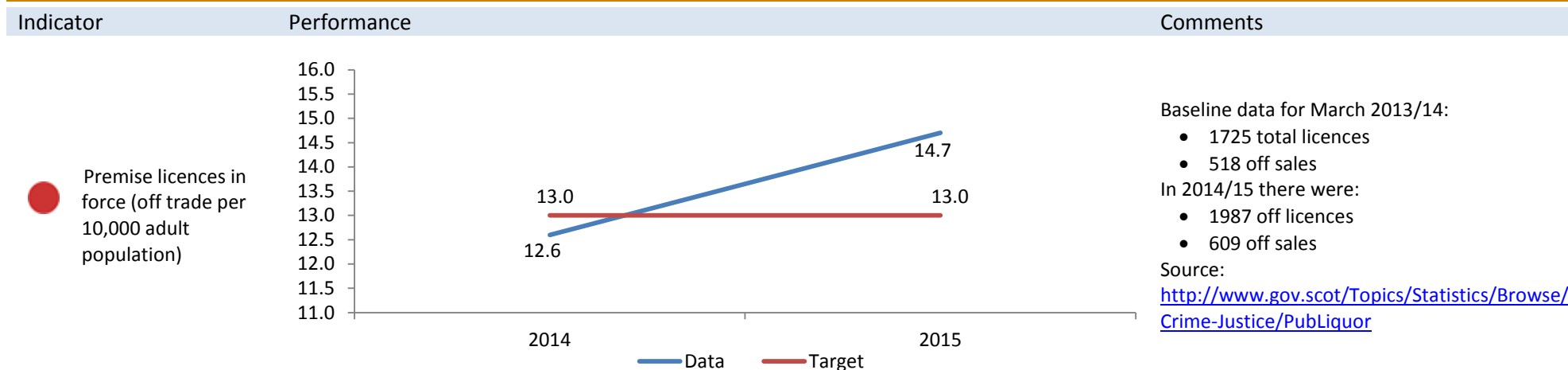
Shifting the balance of care






Summary: Bridging finance from the Scottish Government is being used to fund 30 beds at Gylemuir care home (supporting moving on from hospital). The first 15 additional beds came onstream in September. The remaining beds were expected by December. Bridging finance is also being used to fund the recruitment of approximately 140 additional Home Care staff by September. It is anticipated that the new "Care at Home" contract will be implemented by September 2016.

Commitment to Action	Due date	Status
Open Gylemuir House Care Home which will provide 60 interim care home beds in 2014-15 with the potential to increase to 120	Mar-16	
Recruit to re-ablement teams to increase capacity in re-ablement	Mar-16	
Implement the new Care at Home contract to support providers to maintain business continuity and provide a more flexible and responsive service.	Oct-18	

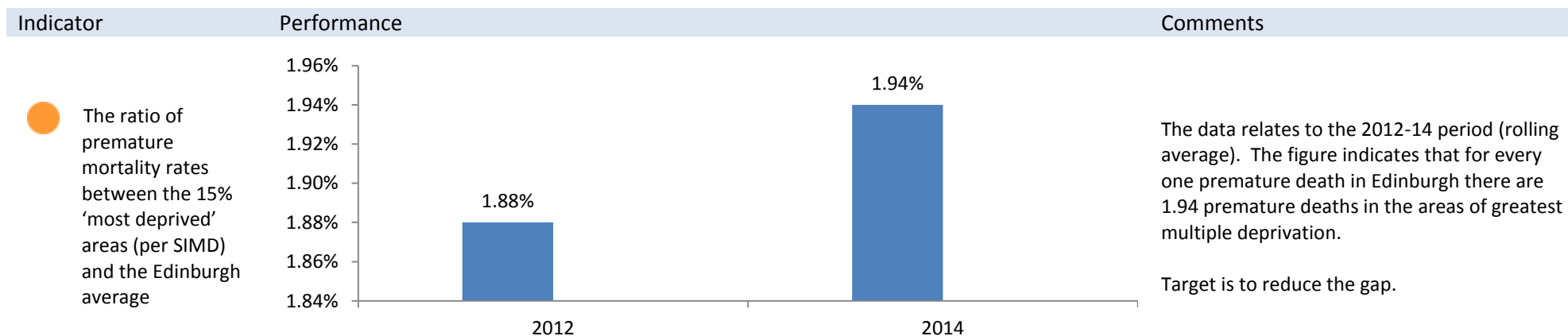
Reducing alcohol and drug misuse













Summary: Development of courses to reduce alcohol related harm is underway. The associated framework on the reduction of alcohol related harm has been published and integrated into the work of the strategic partnerships.

Commitment to Action	Due date	Status
Redesign and secure delivery of a more recovery oriented system of care	Mar-16	
Work with Neighbourhood Partnerships to improve local input into licensing decisions and community responses to alcohol related harm	Mar-18	
Develop and implement a high level strategy to reduce alcohol related harm	Mar-16	

Reducing health inequalities



Summary: Currently, work is required to articulate milestones and actions for the Poverty and Inequality Partnership, development of the Health Inequalities Strategic Framework and action plan and the Outlook Project. Edinburgh Choose Life Steering Group have planned activities for 2016/17. In regards to improvements to inpatient psychiatric care environments, moving of patients began in March with scope of phase 2 being agreed by the end of the year.

Commitment to Action	Due date	Status
Through its active travel forum and partners (e.g. NHS Lothian, Sustrans, etc), direct investment to bring about an uplift in active travel across Edinburgh's communities including in deprived areas	Oct-16	
Implement action plans for each outcome of the Poverty and Inequality Framework	Mar-16	
Deliver the Action Plan for Health Inequality 2012-15	Dec-15	
Refresh the Health Inequalities Strategic framework and action plan, ending in 2015	Mar-16	
Identify prevention priorities and fund continuing co-productive programme with three year funding agreements 2016-2019	Mar-18	
Ensure that street design projects value the positive contribution from, and deliver, trees in the urban environment, to ensure positive well being, through the adoption of standards in the Council's street design guidance	Mar-18	
Development of Mental Health Re-ablement Service .Way finder Partnership and Public Social Partnership will implement a graded support model which focuses on person centred choices, providing a safe and secure base for people and activities.	Nov-16	
Third Sector mental health and well being services will meet the outcomes of "A Sense of Belonging", made available as part of the options of self directed support, in line with the Mental Health and Wellbeing Commissioning Plan	Mar-16	
Edinburgh Choose Life Steering Group Suicide prevention – implementation of multiagency commitments to develop services to support people suffering distress	Mar-16	
To develop the role and reach of the Outlook Project in providing educational courses for adults accessing mental health services	Mar-18	

Commitment to Action	Due date	Status
To maximise the therapeutic impact of the new Royal Edinburgh Campus through a Public Social Partnership focusing on the impacts of external environment and arts to support people's' mental health and wellbeing	Dec-17	
Improving inpatient psychiatric care in fit for purpose environments.	Dec-16	






Edinburgh's children and young people enjoy their childhood and fulfil their potential

Improving early support

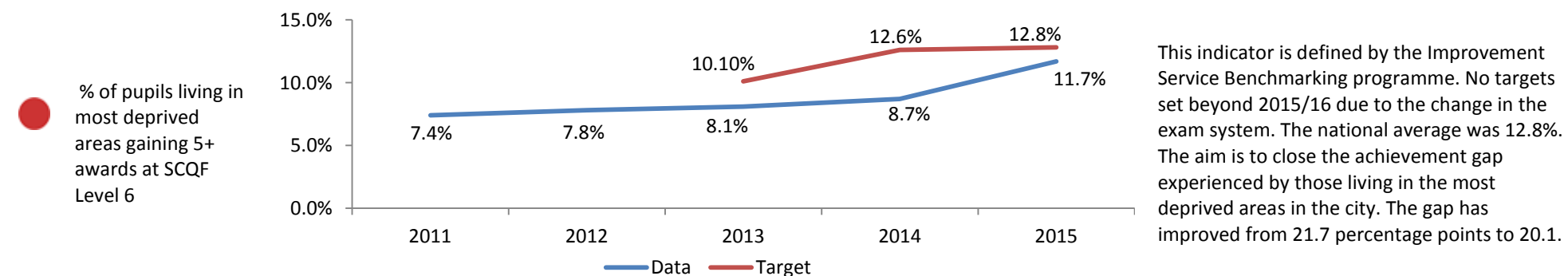
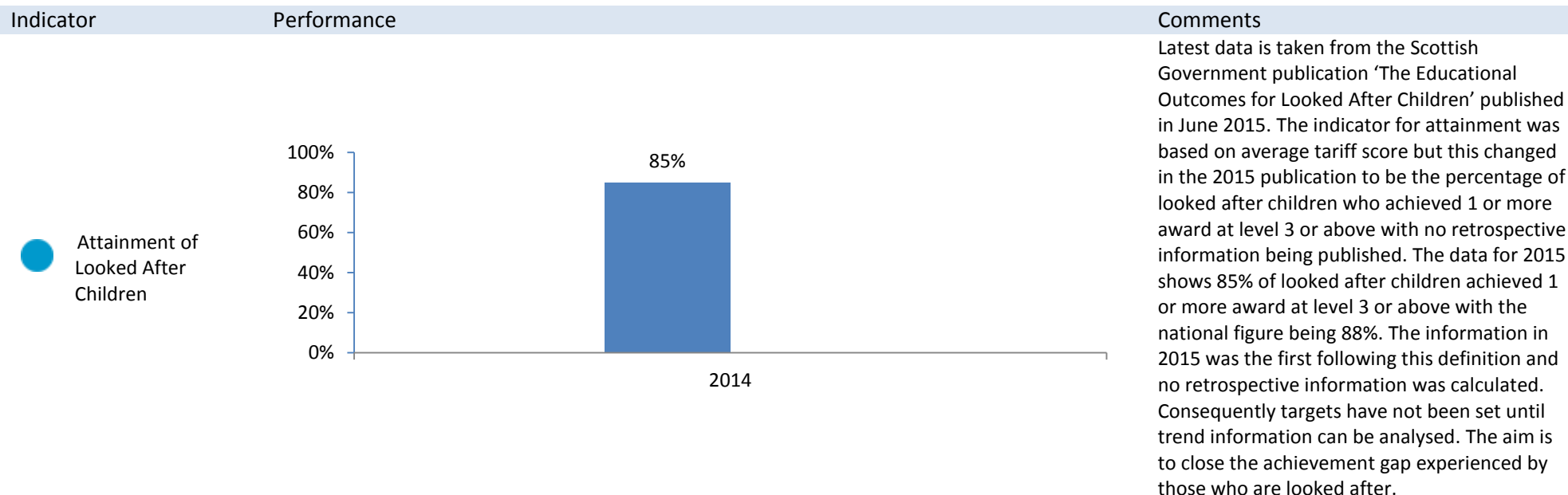
Indicator	Performance	Comments															
<p>● % of children who have reached all the expected developmental milestones at the time of the child's 27-30 month child health review</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Data (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>79.0%</td> <td>80.0%</td> </tr> <tr> <td>2014</td> <td>79.4%</td> <td>81.0%</td> </tr> </tbody> </table>	Year	Data (%)	Target (%)	2013	79.0%	80.0%	2014	79.4%	81.0%	<p>Data taken from NHS ISD publication 'Child Health 27-30 Month Review Statistics' published in December 2015. During the year 1 April 2014 - 31 March 2015, of 5334 eligible children, 4517 were assessed. This is an uptake of 84.7%, down from 87% in 2013/14 and worse than the national average of 86.7%. There was no concern over all domains for 3587 of these children, equating to 79.4%, short of the 81% target and higher than the national average of 71.6%.</p>						
Year	Data (%)	Target (%)															
2013	79.0%	80.0%															
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<p>● Number of children who need to be looked after (rate per 1,000)</p>	<table border="1"> <thead> <tr> <th>Year</th> <th>Data (rate per 1,000)</th> <th>Target (rate per 1,000)</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>16.7</td> <td>-</td> </tr> <tr> <td>2013</td> <td>16.9</td> <td>16.7</td> </tr> <tr> <td>2014</td> <td>16.9</td> <td>16.7</td> </tr> <tr> <td>2015</td> <td>16.8</td> <td>16.7</td> </tr> </tbody> </table>	Year	Data (rate per 1,000)	Target (rate per 1,000)	2012	16.7	-	2013	16.9	16.7	2014	16.9	16.7	2015	16.8	16.7	<p>Through early support for children and families (while still responding to need), we aim to reduce the rate of growth in the number of children who need to be looked after. The national figure is 14.9. The data is published in 'Children's Social Work Statistics Scotland, 2014-15' by the Scottish Government on 22 March 2016 and relates to the position as at end July 2015.</p>
Year	Data (rate per 1,000)	Target (rate per 1,000)															
2012	16.7	-															
2013	16.9	16.7															
2014	16.9	16.7															
2015	16.8	16.7															

Summary: In 2015/16, 60% of foster care placements were with City of Edinburgh Council foster carers. In 2015, Incredible Years and Triple P practitioners were identified and trained across the city.

Commitment to Action	Due date	Status
Develop deliverable safe alternative(s) to secure accommodation for young women at risk	Mar-18	●
Provide earlier support to families experiencing difficulties (with a specific focus on substance misuse and domestic violence) to reduce the need for children and young people to become looked after	Mar-18	●
Expand the range of foster care and placements available	Dec-15	●
Evidence use of wellbeing indicators to consistently and holistically assess and meet needs across all children's service delivery	Mar-18	●



Commitment to Action	Due date	Status
Develop and deliver the Psychology of Parenting Project in Edinburgh (a cluster based approach to begin with, building to a whole-city approach)	Mar-18	
Increase access to early learning and childcare for all 3-4 year olds and eligible 2 year olds to 600 hours per year	Mar-18	
Work with partners to develop a “Childcare Guarantee” based on the Edinburgh Guarantee to encompass childcare to support employment and training and universal breakfast and after-school club provision. Explore options for school holiday activity and care provision for children with additional support needs	Mar-18	
Early Years Collaborative and Early Years and Early Intervention Change Fund aims to work in partnership to reduce the numbers of children who need to become looked after by supporting families earlier and more effectively.	Dec-15	
Improve the quality of our services and our potential for early intervention through regular (annual) engagement with children, young people and their parents.	Mar-18	

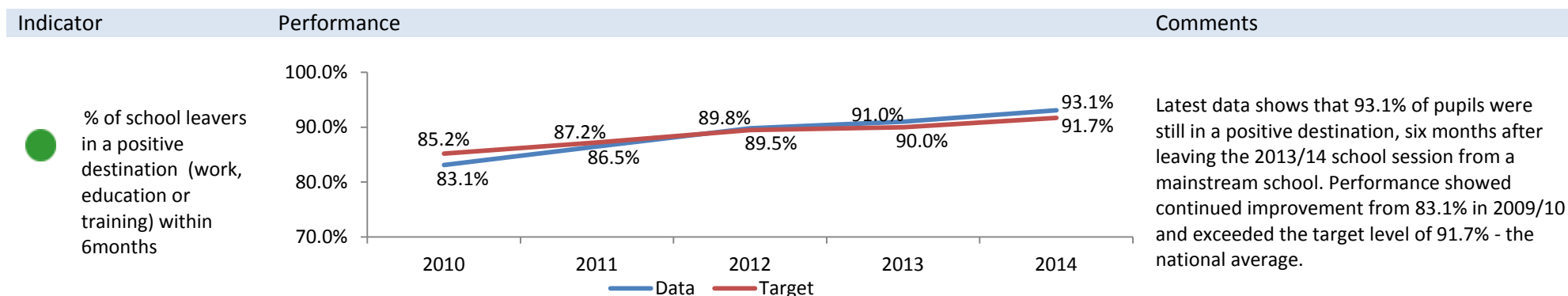
Improving outcomes for children in need










Summary: 90% of relevant staff received the Corporate Parenting briefing by March 2016. In the same time, 80% of Looked After Children entered a positive destination on leaving school. Results for the average tariff score for looked after children will be by the Scottish Government by the end of June 2016.

Commitment to Action	Due date	Status
Deliver all actions in the city's Looked After Strategy and Corporate Parenting Action Plan	Mar-16	●
Raise the attainment levels of looked after children and young people through a range of targeted actions within school settings and as part of the Curriculum for Excellence	Mar-16	●

Commitment to Action	Due date	Status
Develop performance measures to allow monitoring of whether children with a disability are able to access the appropriate supports to enable them to experience improved outcomes	Mar-16	
Redesign services for children affected by parental substance misuse. Action includes:	Mar-16	

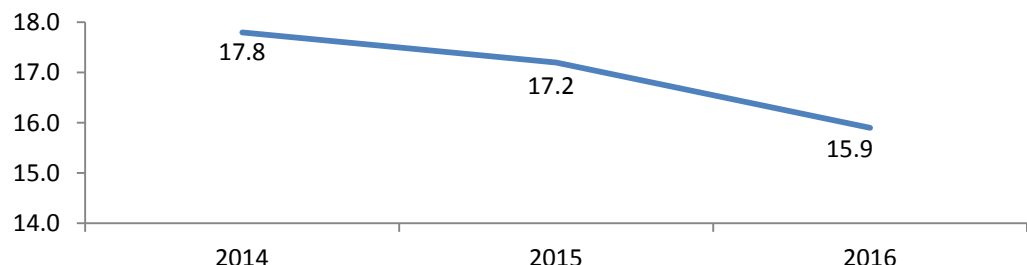


Summary: The Save the Children FAST programme has been completed. Also the Scottish Parent and Teacher Council Partnership Schools project has been embed in Castleview and Forrester. 2016/17 Milestones are to be discussed at ECLDP in September for Youth Literacy Programmes and Personal and Social development for children within deprived communities. 3% of the provision at Edinburgh College is enrolment from young people in deprived areas.

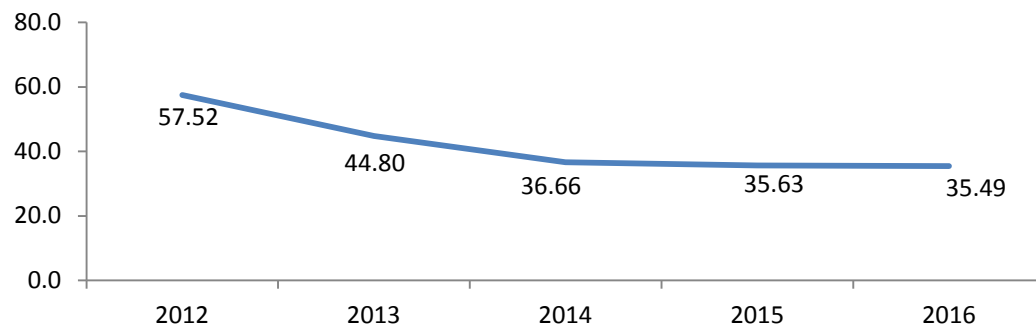
Commitment to Action	Due date	Status
Further develop family engagement, including strong home-school partnerships and particularly for 'hardly reached' families	Dec-15	
Total Craigroyston • focus on play and nurture in the very early years, better supporting parents and carers around developing early literacy and family learning.	Mar-16	
Increase participation in youth work, particularly amongst Looked After and Accommodated Children, and in high-value achievement awards (e.g. Duke of Edinburgh's Award) by young people living in poverty	Dec-15	
Provide a range of youth literacy's (including financial literacy) programmes in deprived areas	Mar-18	
Provide a range of learning opportunities for personal and social development for children and young people within deprived communities	Mar-18	
Establish 'Science, Technology, Engineering and Mathematics' (STEM) Academy to progress the key recommendations from of the Developing Scotland's Workforce report	Mar-18	
Increase the number of young people, particularly those living in deprived areas, who enrol in Edinburgh College	Jul-16	

Edinburgh's communities are safer and have improved physical and social fabric

Reducing antisocial behaviour, violence and harm

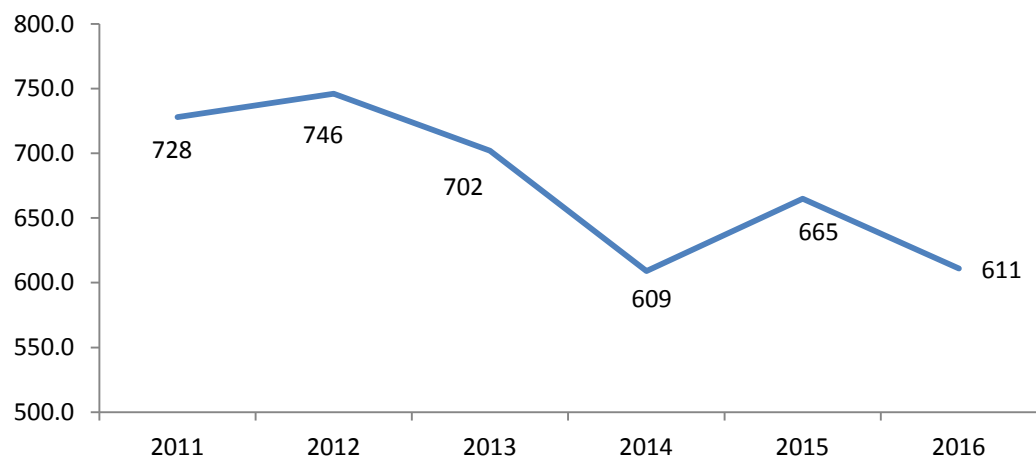
Indicator	Performance	Comments								
<div><div></div><div>Rate of recorded violent crimes and offences per 10,000 population</div></div>	<div><table><thead><tr><th>Year</th><th>Rate of recorded violent crimes and offences per 10,000 population</th></tr></thead><tbody><tr><td>2014</td><td>17.8</td></tr><tr><td>2015</td><td>17.2</td></tr><tr><td>2016</td><td>15.9</td></tr></tbody></table></div>	Year	Rate of recorded violent crimes and offences per 10,000 population	2014	17.8	2015	17.2	2016	15.9	<p>We continue to work with partners to reduce the rate of recorded crimes of violence. The figures show a reduction, which is a positive reflection of our partnership work.</p> <p>The issue of violence in the City Centre remains a challenge and in response the City Centre dispersal detail will continue to be deployed to those areas that have been identified as a problem. These officers will continue to work closely with Council Wardens, City and View CCTV and the Safe Zone Bus, to try and alleviate the problems of violence in the City Centre.</p> <p>The division will continue to target alcohol related violence and antisocial behaviour throughout the City. Effectively addressing alcohol related violence and ASB includes not only dealing with perpetrators and victims, but also sharing information, and intelligence, in order to prevent it.</p> <p>Alongside local initiatives, The VOW (Violent Offender Watch) Project is a small unit set up within Police Scotland aimed at reducing re-offending in Edinburgh. It currently manages a total of 26 offenders with ages ranging from 16 to 32 years old. Many of the offenders have reduced their offending by 100%.</p> <p>The VOW continue to work with partners including ESC Criminal Justice/Social Work, Lifeline, Scottish Office, Scottish Council for Voluntary Organisations, Action For Children, Access to Industry, Scottish Prison Service, Gowrie Care, Restart Lives (formerly the Astell Foundation), Drug Treatment and Testing Order (DTTO).</p>
Year	Rate of recorded violent crimes and offences per 10,000 population									
2014	17.8									
2015	17.2									
2016	15.9									

● Rate of recorded anti-social behaviour complaints per 10,000 population



Target is to reduce the rate of recorded anti-social behaviour complaints year on year. There are various initiatives and working practices that the Council have put in place that has contributed to the downward trend in ASB complaints including; the work of the ASB Review Group who discuss complex ASB investigations, providing recommendations that have supported neighbourhoods in conducting investigations more quickly and enabling officers to resolve cases first time. The Council also fund and work alongside 41 named Community Police Officers who are based across the localities with a further 14, funded constables based in the Divisional Violence Reduction Unit. In September 2015 the Council also launched a new Mediation Service. This service is free and available to all Edinburgh's citizens who are experiencing antisocial behaviour; referrals are made through the community safety teams based in the Council and can also be accessed by Housing Associations. Future priorities in tackling ASB are currently being consulted on to inform the next Antisocial Behaviour Strategy in development by the Council with Police Scotland.

● Number of dwelling fires (Total deliberate and accidental dwelling fires)

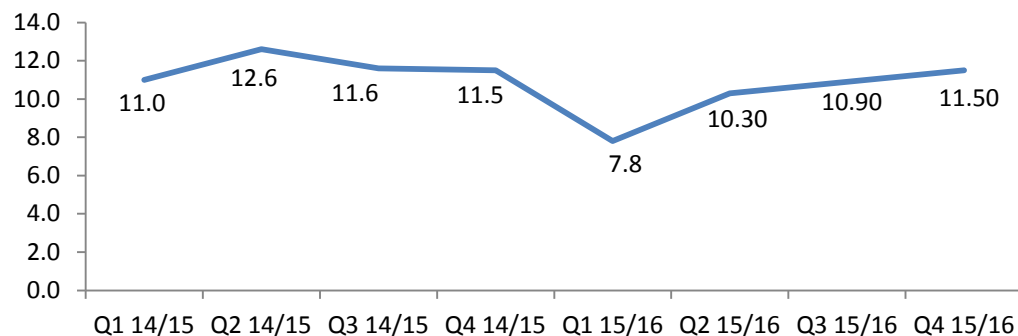


The SFRS has been carrying out Home Fire Safety (HFSV) visits for several years. This involves local firefighters attending private dwellings to provide occupiers with fire safety advice and fitting free smoke alarms. This initiative has been supported via partnership working, encouraging colleagues from other agencies to refer vulnerable persons to the SFRS. This initiative allows to access homes that are at greater risk of fire due to deprivation, alcohol or substance misuse and other influencing factors. The SFRS carried out over 5500 HFSVs within the City of Edinburgh last year 2015/16.

The target for this indicator has been set up with the introduction of the local plan 2014-17 and is to reduce dwelling fires by 10% over a rolling three year period.












Average threat scores of Edinburgh serious organised crimes



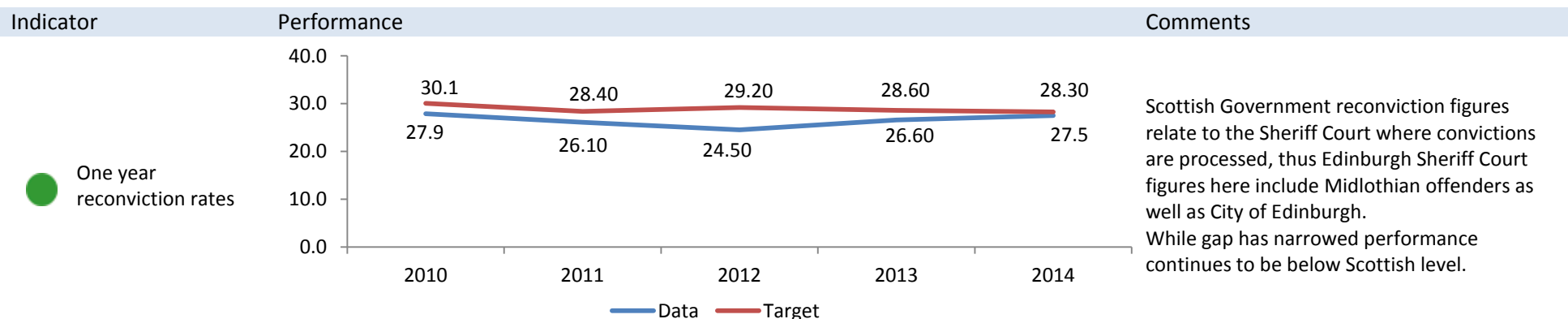
Tracking SOCG is a dynamic process and threat scores are influenced by many factors. For example, when a group is first identified and mapped the score will likely increase at first as a more comprehensive picture of the group's activity is developed. As progress is made towards dismantling the organisation the score will begin to reduce over time. Timescales for this reduction will vary according to the complexity of the operational activity required. Threat scores are revised each quarter and groups are added or removed via a quarterly national peer review process. The division has managed 15 groups over the course of 2014-15 and ten over the course of 2015-16. In 2014-15, six groups were removed from the mapping process as a result of effective disruption activity. Management of one high-scoring group was passed to the national unit (OCCTU). The remaining eight groups continued to be targeted into 2015-16 and the score has reduced for five of these groups as work progresses towards dismantling. The division has also taken on responsibility for two new groups in 2015-16.

Summary: Building on the Willow service there will be a transition from a range of ad hoc partnership funding to arrangements, assisting longer-term planning, following the withdrawal of Scottish Government funding. Plans will be aligned to Scottish Government's plans for the Women's Custodial Estate. There has also been a decrease in diversion numbers as young people will be managed by police and local GIRFEC arrangements.

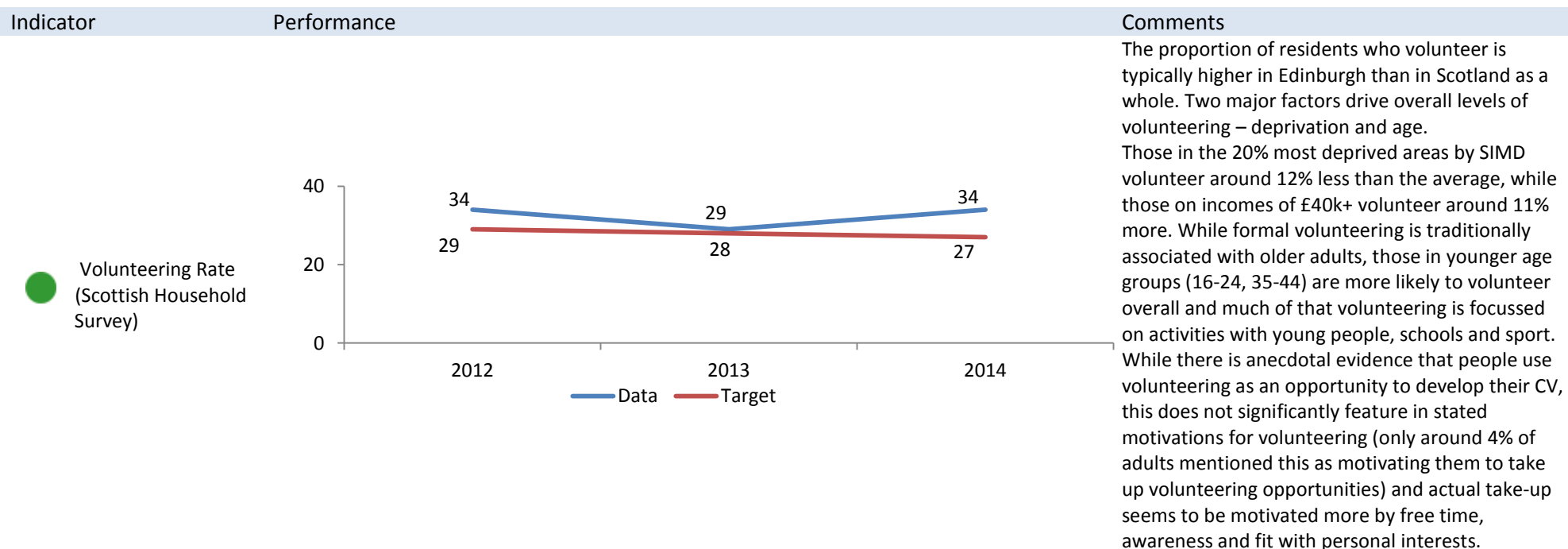
Commitment to Action	Due date	Status
Reduce recorded crimes of violence in Edinburgh	Apr-16	●
Work with partners on the Multi-agency Domestic Abuse Policy and reduce domestic abuse related crimes	Apr-16	●
Use priorities identified with communities to disrupt and detect violent offenders	Apr-16	●
Work with the Licensing Trade to reduce violence relating to alcohol and licensed premises	Apr-16	●
Further develop the multi agency ASB Review Group to reduce repeat ASB offending	Mar-18	●
Implement ASB Strategy and associated new ASB Policy and revised policy and procedures	Jan-16	●
Reduce hate crime across Edinburgh by encouraging the positive challenging of hate crime behaviour and improving approaches to dealing with persistent hate crime offenders	Mar-18	●
Improving services for victims of hate crime by encouraging increased hate crime reporting and ensuring appropriate support is available to victims	Mar-18	●

Commitment to Action	Due date	Status
Implementation of a 20mph speed limit and school streets to improve conditions for walking and cycling and safety, in particular working with Transport Forum partners including Lothian Buses.	Mar-18	
Fire Safety Initiative: 3 year part funded partnership initiative to examine Edinburgh specific preventative actions to reduce harm to those living at home and with vulnerabilities making them at high risk of fire. Part 1: referral pathways, part 2: H&SC staff training, Part 3: Provision of risk reduction measures	Apr-16	
Edinburgh's Stair Aware Campaign	Mar-18	
Implement the SOCG Multi Agency Action Plan	Mar-18	
Reduce violent offending	Mar-16	
Develop models of engagement with families with complex needs, drawing on the work of Total Place and Inclusive Edinburgh	Mar-16	
Sustain the partnership model of effective practice with women offenders through the Willow service after the removal of additional Scottish Government funding in April 2015	Mar-16	
Work through the Community Improvement Partnerships to identify and address issues arising from prolific offending in local communities	Jun-16	
Work with the Young People's Service to maximise the opportunities for diversion from compulsory measures through early and effective intervention, and ensure that there are robust transition arrangements for those young people who do move from the children's system to the adult system.	Jun-16	

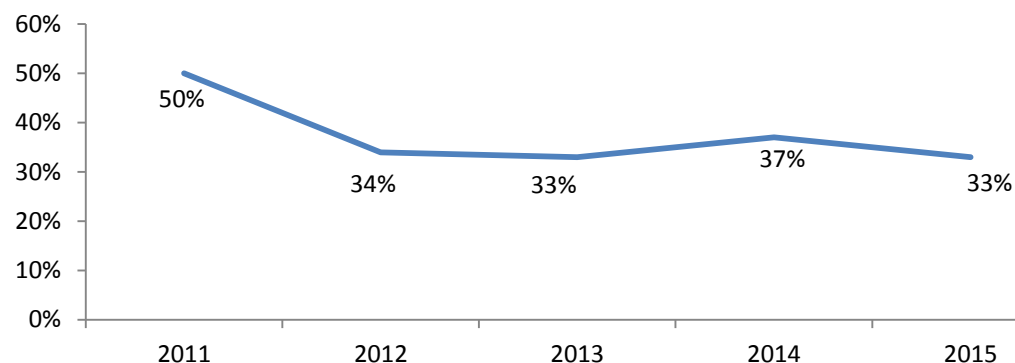
Reducing reoffending



Improving community cohesion, participation and infrastructure



● % of residents who feel that they can have a say on things happening or How Council services are run in their local area (Edinburgh People Survey)

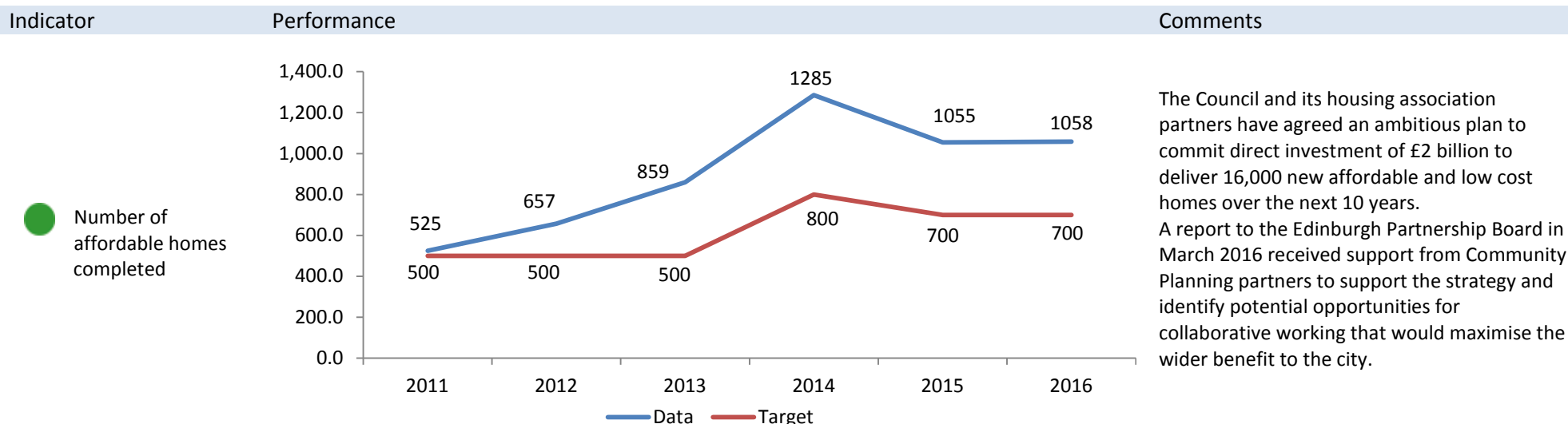


Although this indicator shows some yearly fluctuations, longer term the indicator is stable, reflecting the low level of consideration most residents give to this issue. Previous work to understand underlying social issues with this topic confirm that most people do not want to be engaged with local issues and will not willingly engage unless there is an obvious direct and immediate impact on them. Even amongst those willing to be engaged on local issues in general, there was a strong preference for low-demand engagement, such as surveys, over attendance at local meetings. The Community Empowerment Act provides opportunities for more residents to exercise control over local services and facilities, but there is no indication that currently unengaged residents are being told about this change, or that they will be motivated to take up this opportunity.

Summary: Proposals are currently being considered between Police Scotland and CP to support collaborative asset management and co-location opportunities. The Council have offered the option of a “pop-up” front counter during the festival within the Customer hub (249 High Street). Milestones and actions will be discussed at the next ECLDP meeting to cover asset based community development, programme to challenge social isolation and improving volunteering citywide.

Commitment to Action	Due date	Status
Deliver a Collaborative Asset Management Programme which will assist in sharing of asset based services, improving quality and reducing costs of all participating agencies	Mar-18	●
Complete Locality based studies in Muirhouse, Leith, Wester Hailes and Craigmillar - building on the neighbourhood model of co-location and review of assets	Mar-16	●
Complete phased implementation of CEC access to NHS Lothian Staff bank for facilities workforce in two local pilot sites as initial steps towards increasing cost effectiveness of access to supplementary staffing for CEC, increasing access to a local and flexible workforce and developing integrated roles.	Mar-16	●
Align housing investment, planning policy and asset strategy to maximise new homes	Dec 16	●
Establish a City of Edinburgh Council Asset Transfer Policy	Mar-16	●
Continue the involvement of members of the public, alongside professional stakeholders, in participatory decision making in relation to the Council’s Active Travel Action Plan, through regular meetings with decision makers in the city	Mar-18	●
To lead a city-wide approach to asset-based community development and co-production within CLD, including ‘Skilled Citizens, Skilled Workers’ - embedding the principles of co-production in practice.	Mar-18	●
To provide a range of programmes to challenge and break down social isolation amongst adults and young people	Mar-18	●
To increase the range and quality of volunteering opportunities across the city	Mar-18	●
To maximise community access to local authority schools for a range of purposes	Mar-18	●

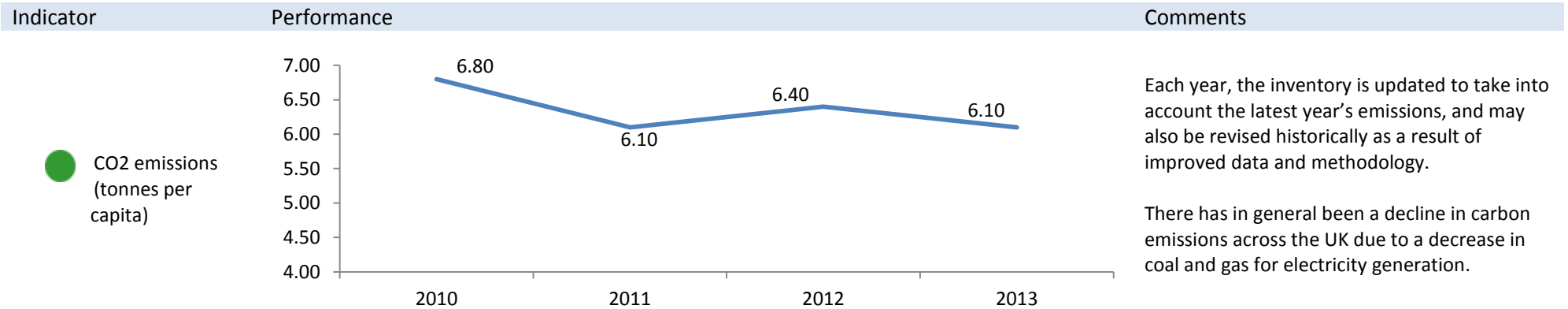
Increasing availability of affordable housing







Summary: New affordable homes will continue to be delivered citywide. Also, two further National Housing Limited Liability Partnerships will be established which will deliver up to 900 mid market rent homes.

Commitment to Action	Due date	Status
In 2015/16, the Council and its partners will deliver 1500 affordable homes	Mar-16	●
Increase the number of National Housing Trust Limited Liability Partnerships from five to nine which will deliver 900 mid market rent homes	Mar-18	●
People assessed with a housing need are given a high priority for re-housing. To help prevent delayed discharge from hospital the Edindex Partnership will look at new ways of matching people awaiting discharge from hospital with housing that meets their assessed needs.	Mar-18	●

Reducing greenhouse gas emissions



Summary: Resource support for Sustainable Development Plans and Sustainability and Energy (Retrofir) was discontinued by the Scottish Futures Trust. Investment continues in active travel with the implementation of the Active Travel Action Plan and provision of on-street charging pilots

Commitment to Action	Due date	Status
Continue promotion of active travel and/or electric transportation (depending on decarbonisation policies regarding electric supply)	Mar-18	
Partners implement actions that they can take to individually reduce carbon	Mar-17	
Partners jointly implement bi-lateral and multi-lateral actions they can work on together to reduce carbon during 2016/17 & 2017/18	Mar-18	
Facilitate during the development of the next Community Plan a holistic approach towards achieving a sustainable Edinburgh	Mar-18	
Develop and deliver Resilient Edinburgh: Climate Change Adaptation Action Plan for the city in partnership with key stakeholders and local communities	Mar-18	



Performance Monitoring

November 2015 – April 2016

City of Edinburgh Council
30 June 2016

Capital Coalition Pledges Performance Monitoring

Welcome to the Capital Coalition Pledges Performance Monitoring Report.

After the local government election in 2012, the Capital Coalition set out its commitments to Edinburgh in the 'contract with the capital' which has six priorities and 53 pledges that support them:

- Ensuring every child in Edinburgh has the best start in life
- Reducing poverty, inequality and deprivation
- Providing for Edinburgh's prosperity
- Strengthening and supporting our communities and keeping them safe
- Ensuring Edinburgh, and its residents, are well cared-for
- Maintaining and improving the quality of life in Edinburgh

This report provides an update outlining the current performance levels directly related to the Capital Coalition Pledges to April 2016.

Performance against the pledges is formally reported to the City of Edinburgh Council every six months with the next update due in December 2016.



Andrew Burns
Council Leader
Scottish Labour Party



Frank Ross
Deputy Council Leader
Scottish National Party

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Capital Coalition Pledges Performance	p 7
Lead politicians for each of the pledges	p 37
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Capital Coalition Pledges Performance

Summary of coalition pledges updates

This report advises elected members of progress and achievements since the last report in October 2015. Performance against delivery of the Capital Coalition pledges is reported to Council every six months with the next planned performance update due to be published in December 2016. The next report in December 2016 will be a detailed description of performance providing elected members with the means to make a final assessment of progress towards meeting the priorities set out in the Capital Coalition Agreement in April 2012.

Along with scrutiny at committee, web pages have been developed which are updated regularly with performance against the pledges. These pages are accessed via the Council's website, where the public can see progress against all 53 pledges or any individual pledge.

The table below shows overall performance in comparison against the previous period. Overall 51 of 53 pledges are reported as being either 'achieved' or 'on track' for planned delivery. There are no pledges which still have actions under development and a further 2 are within tolerances.

Performance overview













May to October 2015











-  13 pledges are achieved
-  32 pledges are on track
-  7 pledges are within tolerance
-  1 pledge is under development
-  0 pledges have milestones/targets not met

November 2015 – April 2016













-  17 pledges are achieved
-  34 pledges are on track
-  2 pledges are within tolerance
-  0 pledges are under development
-  0 pledges have milestones/targets not met

Since the last update in October 2015 the following pledges have shown change in status:





		From	To
Pledge 3	Rebuild Portobello High School and continue progress on all other planned school developments, while providing adequate investment in the fabric of all schools		
Pledge 5	Seek to ensure the smooth introduction of the Curriculum for Excellence and that management structures within our schools support the new curriculum		
Pledge 14	Strengthen Council housing allocation policy to give recognition to good tenants and to encourage responsible tenant behaviour and responsibilities		
Pledge 30	Continue to maintain a sound financial position including long term financial planning		
Pledge 41	Take firm action to resolve issues surrounding the Council's property services		
Pledge 45	Spend 5% of the transport budget on provision for cyclists		

Pledge 46	Consult with a view to extending the current 20mph traffic zones		
Pledge 48	Use Green Flag and other strategies to preserve our green spaces		
Pledge 49	Continue to increase recycling levels across the City and reducing the proportion of waste going to landfill		
Pledge 50	Meet greenhouse gas targets, including the national target of 42% by 2020		
Pledge 51	Investigate the possible introduction of low emission zones		

In the period since October 2015, significant progress has been made in the delivery of a number of Capital Coalition pledges. Key highlights include:







-  **Pledge 3** – New Portobello High School on track for completion and ready for occupation by January 2017
-  **Pledge 8** – Expansion of the Council led house building programme approved by Council and as at April 2016 1,313 affordable homes were under construction
-  **Pledge 11** – Approval for officers to work with partners to co-produce a tenant participation and engagement service to support the development of services to tenants
-  **Pledge 15** – Hosting of a high-level roundtable with the Lord Mayor of the City of London, Innovate Finance and SFE where the focus was on collaboration on the fintech sector at local, national and global levels
-  **Pledge 22** – Support provided to Edinburgh's Business Improvement Districts which deliver in the region of £1.3m levy per year and represent 1,142 businesses. Highlights include – Greater Grassmarket selected as the first 'Neat Street' outside of London and the inaugural Vintage Market which recorded an uplift in footfall of 60% over the weekend
-  **Pledge 28** – Successful promotion of the 'Create in Shenzhen' competition, resulting in five Edinburgh based creative and tech companies accompanying the Edinburgh outward delegation to Shenzhen in May 2016.
-  **Pledge 29** – During 2015/16 a total of 122 Council apprentices were supported representing 1.1% of the FTE workforce with the majority graduating and securing main grade posts. 54 apprentices graduated from the Council Apprenticeship programme.
-  **Pledge 32** – In 2015/16 the Council provided £2.6m to Police Scotland to support 41 named community police officers embedded in localities and the Divisional Violence Reduction Unit which includes a named inspector and 14 constables deployed across the city to meet identified needs.
-  **Pledge 35** – The People Network refresh and upgrade programme of public access to computers and internet services to support digital inclusion and channel shift was completed in November 2015.
-  **Pledge 41** – The Edinburgh Shared Repairs service has successfully completed its pilot phase and the new service will have a phased implementation throughout 2016/17.
-  **Pledge 42** – The Council and its partner Heriot-Watt University have each committed £2.5m towards the cost of constructing a National Performance Centre for Sport at Riccarton (Oriam) which is due to open in autumn 2016.
-  **Pledge 46** – Design for 20mph Zone 1 (City Centre and Rural West Edinburgh) has been completed and contractor procurement has commenced.

Performance in each priority pledge area is shown below. For 5 of the priority pledge areas, all pledges are either on track or achieved. All of the 4 pledges which are still within tolerance (amber) lie within the 'Maintain and enhance the quality of life in Edinburgh' priority pledge area.

					Total
1. Ensure that every child in Edinburgh gets the best start in life	2	4	0	0	6
2. Reduce poverty, inequality and deprivation	2	6	0	0	8
3. Provide for Edinburgh's economic growth and prosperity	7	10	0	0	17
4. Strengthen and support our communities and keep them safe	0	4	0	0	4
5. Ensure that Edinburgh is well-cared for and promote the wellbeing of our residents	2	6	0	0	8
6. Maintain and enhance the quality of life in Edinburgh	4	4	2	0	10
Total	17	34	2	0	53

Capital Coalition Pledges Performance

Ensure that every child in Edinburgh gets the best start in life

-  1 Increase support for vulnerable children, including help for families so that fewer go into care
-  2 Hold the maximum P1 class size at 25 and seek to reduce class sizes in line with Scottish Government recommendations
-  3 Rebuild Portobello High School and continue progress on all other planned school developments, while providing adequate investment in the fabric of all schools
-  4 Draw up a long-term strategic plan to tackle both over-crowding and under use in schools
-  5 Seek to ensure the smooth introduction of the Curriculum for Excellence and that management structures within our schools support the new curriculum
-  6 Establish city-wide childcare co-operatives for affordable childcare for working parents

Pledge 01



Increase support for vulnerable children, including help for families so that fewer go into care

Council committed £8.6m in support for vulnerable children and families through the Early Years Change Fund. This includes services to provide additional support for families, including social care workers, home makers and volunteers, the expansion of Family Group conferencing and kinship care support and the implementation of additional evidence-based programmes of intervention to keep families together. The Early Years Change Fund was time limited over a 3 year period, however many these initiatives have since been mainstreamed into core services, allowing this positive work to continue.

Since the implementation of the fund, good progress has been made towards delivering each of the four objectives: Strengthen universal antenatal and early years services, especially for vulnerable children and families; Reduce the need for children and young people to become Looked After; Improve support for children and young people Looked After at home to reduce the need for children to be accommodated; Increase CEC fostering capacity and strengthen Kinship Care arrangements to achieve best outcomes for children and young people and provide best value placements.

To achieve the objectives there has been a strong emphasis and focus on: Strengthening universal antenatal and early years services especially for vulnerable children and families focusing on prevention and early intervention; building parenting and family capacity and confidence pre and post birth; working effectively with parents and carers as partners; helping communities to provide a supportive environment for children, young people and families; delivering high quality integrated services that meet the holistic needs of children and families; achieving an appropriate mix of universal and targeted services; ensuring children are supported to reach appropriate developmental milestones through effective earlier identification; developing a workforce with the skills to deliver prevention and early intervention.

The Corporate Parenting Member Officer Group continues to ensure that outcomes for looked after children are a high priority for all Council services and partner agencies. Robust scrutiny is in place with particular focus on closing the gap on educational outcomes.

A Looked After Children Transformation Programme was established along with the Balance of Care Performance Management Group to develop the performance framework and to monitor progress. A progress report has been presented regularly to the Council Management Team, to the Education, Children and Families Committee and to the Governance, Risk and Best Value Committee.

Since 2012, the growth in the Looked After Population, which had steadily increased for 10 years prior to that, has been slowed down. Since September 2015 there has been a gradual decrease. We have made good progress in exceeding our target on numbers of children supported in kinship care and have lower than the expected number in foster care. We need to make further progress on the proportion of our foster placements that are provided by City of Edinburgh and on reducing the number of young people in secure accommodation.

Pledge 02**Hold the maximum P1 class size at 25 and seek to reduce class sizes in line with Scottish Government recommendations**

Performance in this pledge specifically refers to the ratio of class sizes of 25:1 in accordance with Scottish Government guidelines.

All P1 classes have a maximum pupil:teacher ratio of 25:1 unless additional pupils have been allocated places on exceptional grounds by the independent placing appeals committee. Where lack of physical accommodation restricts additional classes being established, team teaching arrangements are used in accordance with Scottish Government guidelines. Latest data from the pupil Census in September 2015 shows that there were no P1 classes with a class size of more than 25 from a population of 4,501.

The Council has committed to maintaining overall teacher numbers and pupil:teacher ratios at the level achieved in September 2014 (14.9). Latest data from the pupil and teacher censuses in September 2015 show that this was achieved and work is ongoing to ensure the level is maintained.

Pledge 03**Rebuild Portobello High School and continue progress on all other planned school developments, while providing adequate investment in the fabric of all schools**

The latest five year capital programme to 2020/21 commits the Council to the delivery of £91m of investment (excluding significant additional funding from disposal receipts and the Scottish Government) in projects including the provision of new school buildings for Boroughmuir High School, James Gillespie's High School, Portobello High School, St John's RC Primary School and St Crispin's Special School.

The most recent Children and Families Asset Management Plan 2014 was approved by the Education, Children and Families Committee on 9 December 2014 and identified the significant capital expenditure that will be incurred in the Children and Families estate in the next five years. The report included an action plan which identified the various Children and Families asset related projects and initiatives which were either already underway, or planned. An update is provided to the Education, Children and Families Committee every six months regarding progress in delivering the action plan. The latest update ('Children and Families Asset Management plan 2014 – Update') was considered by Committee on 24 May 2016 and showed good progress against the majority of actions including the delivery of the new teaching block at James Gillespie's High School.

The construction of the new Portobello High School is now well advanced. However, the contractors (Balfour Beatty) are unable to meet the planned completion date that would have allowed the new school to be occupied in August 2016, mainly due to issues with securing drainage connections. Planning is now being progressed on the basis that the school will decant into the new building in January 2017. However, there remains the possibility that the issues can be resolved more quickly, which is very much the objective. The project team is working closely with Balfour Beatty to establish what the earliest realistic completion date would be. Should an earlier occupation date be possible, the school would decant at the earliest available school holiday period, which would be the end of the October 2016 break.

An update report 'Future Investment in the school estate – Wave 4' was considered by full Council on 20 August 2015 which approved that four secondary schools be shortlisted for further consideration. For those four secondary schools the second stage process will be progressed to determine whether refurbishment or new build would be the appropriate intervention. Once the future capacity requirements of the four secondary schools has been completed during the remainder of 2016, feasibility studies will be progressed and the conclusions reported to Council together with the recommended approach to prioritisation.

Pledge 04**Draw up a long-term strategic plan to tackle both over-crowding and under use in schools**

The most recent Children and Families Asset Management Plan 2014 was approved by the Education, Children and Families Committee on 9 December 2014. Responding to the issue of rising rolls continues to be a challenge in all sectors, however, is one which is being successfully addressed. The Rising Rolls Programme is reviewed and reported annually. The latest report 'Primary School Estate Rising Rolls' was considered at the Education, Children and Families Committee on 24 May 2016.

The key ambition of the Community Access to Schools review at its inception in 2012 was, where possible, to increase the level of community access to schools to ensure local needs are addressed. This was to be achieved through the development and introduction of new management and staffing arrangements that would maintain levels of community access to schools and maximise use of schools and increase efficiency in the use of school buildings and associated facilities. Many of the original ambitions for CATS cannot be achieved against the backdrop of considerable financial savings. The following however has been achieved: The introduction of a revised scheme of charges for use of secondary school facilities across the city from August 2015; The implementation of phase 1 of the organisational review of staffing that resulted in the introduction of a new management and staffing structure for CATS in September 2014; The development of an online booking and payment system for CATS use of school facilities.

On September 29th 2015, Corporate Policy and Strategy Committee considered a report detailing the recommendations from a [citywide review of Council-owned sports facilities and services](#), including the use of secondary schools. Approval in principle has been given to Edinburgh Leisure to develop a business case that may result in Edinburgh Leisure managing community access to sports facilities in some secondary schools. One of the intended outcomes of this approach is to maximise the use of these facilities. A further report about progress of the business plan was presented at Corporate Policy and Strategy Committee on [17 May 2016](#).

Pledge 05



Seek to ensure the smooth introduction of the Curriculum for Excellence and that management structures within our schools support the new curriculum

National qualifications are now embedded and the New Higher and Advanced Higher courses will be in place for all young people by the end of school year 2017.

A Senior Phase working group has been formed to ensure equity of Senior Phase provision across the city.

Education Scotland recently fed back very positively about education services in Edinburgh. They judged education services as 'good' with a sound capacity for improvement. They highlighted:

- the Council's effective political and managerial leadership with a clear vision for education;
- the commitment to parent and pupil engagement;
- the effective implementation of Curriculum for Excellence;
- the strong promotion of children's wider achievements.

Management Structures

The Revised Secondary Management Structures were implemented in August 2011. All Secondary schools now have middle management structures of Curriculum Leaders and Pupil Support Leaders/Support for Learning Leaders and senior management structures of Depute Head Teachers and a Head Teacher.

The City of Edinburgh Council's Employee Survey found:

- 55% of Children and Families school based staff respondents (3% above the CEC average) reported that morale was good.
- 84% of Children and Families school based staff respondents (3% above the CEC average) reported that they got the help and support they needed from colleagues.
- 67% of Children and Families school based staff respondents (5% above the CEC average) reported that they felt valued for the work they do.

Further information available in the '[Progress Report on the Implementation of Revised Secondary School Management Structures](#)' to Education, Children and Families Committee, 9 December 2014.

Senior management are working with the LNCT to ensure the structures evolve to meet changing circumstances.

Pledge 06



Establish city-wide childcare co-operatives for affordable childcare for working parents

An 'After School Club Co-operative Charter' has been formally launched and continues to be developed. Support using grant funding is currently being given to LAYC (Lothian Association of Youth Clubs) to support parent led organisations to encourage mutual support and strengthen governance, including legal support and advice, based on co-operative principles. A pilot was established with the voluntary playgroups and nurseries in an area of South Edinburgh to explore them working cooperatively. This has been successful in developing cooperative working between them. Over the next year, there will be a series of meetings organised with the voluntary playgroups and nurseries in each of the localities to explore them working cooperatively. A small grant will be set up to support this initiative. A report-"[Playgroups and Nurseries in the Voluntary Sector](#)" was presented to the Education, Children and Families Committee on Tuesday, 6th October 2015 and was praised by elected members.









Eligible three and four year olds have access to 600 hours of early learning and childcare in all council early years settings and the majority of partner provider settings. In order to develop more flexibility in how families access their 600 hours of early learning and childcare two working groups with representation from local authority and the private sector were established to explore different ways of delivery. Consultation with parents took place in small focus groups across the city to obtain parental views on more flexible options for delivery of 600 hours. Following this consultation we are trialling the delivery of more flexible hours in Fox Covert, Wardie, Dalry, Hope Cottage, Tollcross and Fort.

Children from 64 of our 88 Local Authority Primary Schools can now access a Breakfast Club. We are currently working to establish access to Breakfast Clubs in the remaining 24 Primary Schools. A report on the provision of Breakfast Clubs '[Breakfast Club Review](#)' was presented at Education, Children and Families on Tuesday 6th October 2015.

Further information available in the '[Early Years Strategy Report](#)' to Education, Children and Families Committee, 24 May 2016.

New nursery provision opened in Fox Covert Campus, Wardie and Duddingston Primary Schools in August 2015. The nurseries have incorporated best practice in to the interior and exterior designs and are excellent learning environments for young children. There has been a unique opportunity at Fox Covert to develop the new service co-operatively with voluntary providers. It is proposed that a group will be established to ensure that stakeholders will have a role in developing the early year's service based on the key principles of co-production highlighted in the Cooperative Capital Framework.

Reduce poverty, inequality and deprivation

-  7 Further develop the Edinburgh Guarantee to improve work prospects for school leavers
-  8 Make sure the City's people are well-housed, including encouraging developers to build residential communities, starting with brownfield sites
-  9 Work in partnership with the Scottish Government to release more funds for Council homes for rent
-  10 Set up a task force to investigate ways to bring empty homes into use
-  11 Encourage the development of cooperative housing arrangements
-  12 Work with health, police and third sector agencies to expand existing and effective drug and alcohol treatment programmes
-  13 Enforce tenancy agreements (Council and private landlord) with a view to ensuring tenants and landlords fulfill their good conduct responsibilities
-  14 Strengthen Council housing allocation policy to give recognition to good tenants and to encourage responsible tenant behaviour and responsibilities

Pledge 07



Further develop the Edinburgh Guarantee to improve work prospects for school leavers

The Edinburgh Guarantee has continued to develop and respond to the needs of employers and support young people to reach a positive destination.

To date, almost two-thousand employment outcomes for young people have been achieved through working with over five-hundred new employers large and small. It has also led on the development of initiatives to increasingly support vulnerable young people move into employment including Project SEARCH which is currently supporting 24 young people with autism move into work.

Links have been strengthened with other public and education partners through the local Youth Employment Partnership who have agreed to adopt the Edinburgh Guarantee approach and brand to cover all funded youth provision in the city for vulnerable groups- giving a better consistency of message and support to our young people.

This integration also includes the welcome addition of the Edinburgh College introducing a guarantee of a college place for all who apply, further increasing the reach of this initiative.

Discussions are also ongoing with the Scottish Government funded Developing our Young Workforce (Edinburgh, Midlothian and East Lothian) Employer Engagement Team to ensure that our respective priorities and forward plans are well aligned and making the most of this valuable new investment.

The Scottish Government is moving away from tracking school-leaver positive destinations for recent school leavers to a new participation measure that tracks the progress of all young people aged 16-19year olds. A young person is deemed to be participating when they are confirmed as actively engaged with an organisation for the purpose of learning, training volunteering or work. In August 2015, the proportion of Edinburgh's young people (14,536) who were participating was 87.7%, compared to a Scottish Average of 87.6% and individual Local Authority areas figures ranging from 82.3% to 95.1%.

In Edinburgh there were 12,744 in education, employment or training, 639 who were unemployed (seeking), 227 who were unemployed (not seeking), and 926 whose status could not be confirmed. It is anticipated that new figures will be released in the summer and the team will be working with partners to use this new wider data set to further enhance the impact of the Edinburgh Guarantee in helping all our school-leavers secure and sustain a positive destination.

Pledge 08



Make sure the city's people are well-housed, including encouraging developers to build residential communities, starting with brownfield sites

The Council and its housing association partners have agreed an ambitious plan to commit direct investment of £2 billion to deliver 16,000 new affordable and low cost homes over the next 10 years. This is an unprecedented commitment to tackle the acute shortage of affordable and low cost homes in the city and across the city region. The expansion of the Council led house building programme was approved by Council ([Housing Revenue Account Budget Strategy 2016/17 -2020/21](#)) on 26 January 2016.

This significant investment in house building is also an opportunity to strengthen joint working between housing and other partners to use this investment to develop homes and integrate services in a more planned and strategic way. A [report](#) to the Edinburgh Partnership Board on 17 March 2016 noted that the support and collaboration of partners across the public and

private sectors is essential to ensure delivery of the housing investment strategy.

In April 2016, 1,313 affordable homes were under construction across 42 sites in the city, 40 of which are brownfield sites.

1,058 affordable homes were completed in 2015/16 and 1,167 affordable homes were approved.

Council loans provided through the National Housing Trust Programme will enable almost 900 new affordable homes to be built on brownfield sites. Seven Limited Liability Partnerships are now in place and have delivered 434 homes to date, with a further 302 programmed for completion by November 2017.

Health, Social Care and Housing Committee 8 September 2015 ([Accelerating House Building](#)) approved the recommendation to work with Scottish Futures Trust and the Scottish Government to establish a Limited Liability Partnership to acquire and manage housing for rent.

Pledge 09



Work in partnership with Scottish Government to release more funds for council homes for rent

Under the 21st Century Homes programme, 1,426 quality, new energy efficient homes are complete, under construction or in procurement. A further 316 homes are at the detailed design stage. On 19 April 2016 Health, Social Care and Housing Committee ([21st Century Homes: Housing Development at Fountainbridge and Meadowbank](#)) approved the development of around 400 homes on Council owned sites at Meadowbank and Fountainbridge.

Customer satisfaction with new homes is high and many residents are actively engaged in managing estates as part of cooperative arrangements. A range of community benefits has been secured through contracts with housebuilders and each of the completed projects has won or been shortlisted for major awards. Most recently the Pennywell development won the RICS Regeneration Award.

Acceleration of Council house building is anticipated in 2016 and 2017, with around 130 homes expected to be completed at Pennywell and Leith Fort and site starts anticipated at North Sighthill and Greendykes G. Finance and Resources Committee 2 February 2016 ([21st Century Homes: Small Sites Programme Delivery](#)) approved the development of 246 homes across seven small sites. In addition to this, feasibility and housing capacity studies are being undertaken in relation to other sites that have potential for housing development. These include sites in control of the NHS as well as the Council.

Pledge 10



Set up a task force to investigate ways to bring empty homes into use

An Empty Homes task force was established with representation from all political groups and key partners. This pledge is now considered as part of the wider Housing Pledges Working Group which meets quarterly. An Empty Homes Officer was recruited in February 2015 on one year pilot. 24 empty homes have been brought back, or are in the process of being brought back into use and the Empty Homes Officer has a caseload of over 60 properties, the majority of which are complex, long-term empty homes.

Health, Social Care and Housing Committee received an [Empty Homes Pilot Project 12 Month Update](#) on 26 January 2016. Committee agreed that the Empty Homes work will be mainstreamed, with a lead officer to provide strategic oversight and support. Private Rented Services (PRS) will take on the case-management function, and neighbourhood staff will refer empty homes in their area.

In 2012 the Scottish Government announced that it was launching an Empty Homes Loan Fund to help bring empty homes back into use. Link Housing Association, with support from City of Edinburgh Council, successfully bid for £750,000 from this fund. To date, three properties have been brought back into use in Edinburgh using the loan fund. Nationally, take-up of the loan fund has been low and Scottish Government continues to encourage innovative approaches to increase spend. Following consultation with partners, Scottish Government representatives and officers from across Scotland, the lead officer has prepared an options paper setting out best practice examples and innovative ways for the Empty Homes Loan Fund to be spent. Positive discussions with Link Housing Association are ongoing to take this forward and the loan fund continues to be promoted to owners. The project aims to return up to 10 identifiable empty homes to use each year.

As agreed at Health, Social Care and Housing Committee in January 2016 a dual focus will be established to tackle long-term empty homes and to proactively contact owners at an early stage, to help prevent homes becoming empty long-term. Neighbourhood teams will support this by referring empty homes in their areas for further investigation by PRS case-work officers.

A number of local authorities have set up Empty Homes Matchmaker Schemes to help prospective buyers and sellers of empty homes find each other more easily. The feasibility of setting this up in Edinburgh will be investigated and will take place in consultation with PRS officers leading on the case-management.



A report on the progress of this Pledge was provided to [Health, Social Care and Housing Committee](#) on 26 January 2016. The report highlighted that since 2013 the Housing Service has initiated or supported 20 co-operative and/or collaborative projects and initiatives. Key projects/initiatives are:

- Development and implementation of the Tenant Participation Strategy (TPS), including setting up the Tenants Panel and a Tenant Led Inspection of repairs reporting process
- Collaborative consultation on re-shaping homelessness prevention services
- Co-operative community engagement in new Council-led housing developments
- Stair cleaning co-operative pilot
- Rent Matters Working Group set up with tenants to advise on development of the Housing Revenue Account (HRA) budget and assist the Council to scrutinise HRA cost allocations
- Support for Edinburgh Student Housing Co-op and Craigmillar Eco Housing Co-op
- Joining Our Power, which will be a nationwide supplier of affordable and renewable energy
- Commissioning consultants to help tenants at Lorne Street explore feasibility of setting up a housing co-operative (as one of a number of options being explored to help these tenants remain in their community).
- Collaborative working with partners, including housing association partners, to build new affordable homes in the city and make best use of existing homes. This is demonstrated through Edindex Partnership, working with veteran's organisations and working with health and social care partners.

The Co-operative Approaches to Housing Cross Party Sounding Board (now part of wider Housing Pledges Working Group) has been meeting quarterly since March 2013.

The Tenant Participation Strategy will continue to be implemented to maximise opportunities for tenants to be involved in reviewing and shaping services. Two further Tenant Led Inspections will be carried out in 2016. On 19 April 2016 [Health, Social Care and Housing Committee](#) approved the approach to shaping future tenant participation and engagement services. Officers will work with Edinburgh Tenants' Federation (ETF), the Neighbourhood Alliance (NA), the Tenant Participation Advisory Service and the Tenants' Information Service to co-produce a tenant participation and engagement service to support the development of services to tenants.

There are a number of groups and organisations in the city interested in developing housing co-ops. The Housing Service is planning to host a seminar to bring together these organisations to share ideas and expertise and consider how projects could be taken forward in a more strategic way and provide an opportunity for potential organisations to link up if they are keen to develop a similar type of project.



The Edinburgh Alcohol and Drug Partnership (EADP) is the strategic partnership, which addresses problems associated with alcohol and drug use. Partners include NHS Lothian, Police Scotland, the City of Edinburgh Council and third sector organisations. The vision within the EADP Strategy is that Edinburgh is a city which promotes a healthy and responsible attitude to alcohol and where recovery from problem alcohol and drug use is a reality.

A range of services have been jointly commissioned to ensure person centred support for people such as:

- New Offender recovery services started 1 April 2014
- New Centre for Women Offenders opened 17 March 2014
- The joint review of homelessness services resulted in the transfer of two services to Temporary Accommodation, the retention of a dry facility, development of pathways to EADP services and a significant increase in provision for homeless people in Edinburgh
- Establishment of step-down unit for people who have alcohol related brain damage
- Action plan for delivery of recovery-orientated system of care is in place from June 2014.

There is an ongoing commitment to ensuring that joint commissioning continues for future developments of services.

**Private Rented Sector**

Private rented sector (PRS) enforcement action continues as the PRS Team focuses on addressing concerns from the community, landlords and letting agents on letting standards and compliance with landlord registration. This approach was endorsed by Regulatory Committee on 14 September 2015 ([Update: Houses in Multiple Occupancy Market Review](#)).

The PRS Team is working with partner organisations such as Police Scotland to ensure that landlords comply with standards and meet their legal responsibilities. 191 landlords have been formally reviewed for being 'fit and proper' (47 were referred to Licensing Sub-Committee for further consideration). Committee has refused and revoked registration from 13 landlords. The focus on tackling the most problematic landlords has resulted in two reports being submitted to the procurator fiscal detailing a total of 4 offences.

In 2015 consultation responses on the New Tenancy for Private Rented Sector and Code of Practice for Letting Agents were submitted. The proposals reinforce the need for landlords (and tenants) to fulfil their good conduct responsibilities.

Since coming into force in December 2015 new powers have been implemented to address repairing standards in the private rented sector and ensure that landlords comply with repairing standards e.g. increased standards on electrical safety.

Council Tenants

There is ongoing enforcement of rent collection and compliance with pre-action requirements for court. The rent service has been re-designed with new payment methods introduced and to mitigate against the impacts of welfare reform. The new rent payment cards, which provide a convenient option for tenants to meet their rent payment responsibilities, have contributed nearly £6m in rental income since being launched in April 2015.

The Tenants' Courier publication continues to reinforce tenants' responsibilities towards their home, neighbours and community. The February 2016 edition focused on the results from the Rent Consultation ("Invest to Save"), highlighting ways the Housing Service could invest rents to help save tenants money.

The Tenant Handbook has been updated as part of ongoing communications on tenant responsibilities. It will reinforce key elements of tenant responsibilities:

- Payment of rent
- Reasonable behaviour (both within the home and wider neighbourhood)
- Respecting the environment (both within the home and wider neighbourhood).

Web pages will be updated to tie in with tenant responsibility messages. The Tenant Handbook will be published May 2016.














[A Review of Letting Policy for Affordable Rented Homes](#) was reported to Health, Social Care and Housing Committee on 19 April 2016. This report sets out proposals for consultation to review the existing Lettings Policy. The draft policy proposes that where Council homes are being let in new build developments, preference will be given in local lettings plans for current Council tenants (assuming the tenants have established rent payment arrangements and have no history of anti social behaviour).

The Allocation Policy Review also needs to be completed to take account of the Housing (Scotland) Act 2014 which sets out the new legislative framework for tenancy management and allocations. A review of Council tenancy management and allocation policies has been carried out to reflect changes in legislation and regulatory framework as further guidance and consultation comes forward.

Housing and Regulatory Services is promoting an award for Council tenants to nominate/be nominated by neighbours, when it is felt that they have gone 'the extra mile' within their neighbourhood/community. This has been discussed at the Housing Pledges Working Group and with Edinburgh Tenant Federation representatives. The Award will be advertised in the next edition of the Tenants' Courier, with volunteers being sought from the Tenants' Panel and Registered Tenants Organisations (RTOs) to assess the applications, alongside Housing staff. It is anticipated that there will be one winner picked for each locality and each will receive a prize at a small awards ceremony over the summer. Details of the winners will be publicised in the following Tenants' Courier.

Provide for Edinburgh's economic growth and prosperity

-  15 Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors
-  16 Examine ways to source new funding to support small businesses
-  17 Continue efforts to develop the City's gap sites and encourage regeneration
-  18 Complete the tram project in accordance with current plans
-  19 Keep Lothian Buses in public hands and encourage the improvement of routes and times
-  20 Work with the Scottish Government to deliver a larger return of business rate receipts as part of the business rate incentivisation scheme
-  21 Consult further on the viability and legality of a transient visitor levy
-  22 Set up an independent forum to promote locally-owned retail businesses
-  23 Identify unused Council premises to offer on short low-cost lets to small businesses, community groups and other interested parties
-  24 Maintain and enhance support for our world-famous festivals and events
-  25 Introduce a "living wage" (currently set at £7.20) for Council employees, encourage its adoption by Council subsidiaries and contractors and its wider development
-  26 Establish a policy of no compulsory redundancies
-  27 Seek to work in full partnership with Council staff and their representatives
-  28 Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the City
-  29 Ensure the Council continues to take on apprentices and steps up efforts to prepare young people for work
-  30 Continue to maintain a sound financial position including long term financial planning
-  31 Maintain our City's reputation as the cultural capital of the world by continuing to support and invest in our cultural infrastructure

Pledge 15



Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors

The Economic Development Service is working with several organisations to promote Edinburgh to investors in line with the Council's Economic Strategy "[A Strategy for Jobs 2012 – 2017](#)". Performance against the key performance indicators for measuring progress against the Economic Strategy remains strong and is on course to achieving the March 2017 targets for physical investment and jobs. Since April 2015 to March 2016, economic development has supported £797 million of physical investment and supported the creation or safeguarding of 4,257 jobs.

The Investor Support team targets investors in specific sectors and geographies using a range of methods including attending/ hosting sector events, engaging with existing contacts and building on civic links to raise Edinburgh's profile in important markets.

Highlights over the last six months include:

- Hosting a high-level business roundtable with the Lord Mayor of the City of London, Innovate Finance and SFE. The focus was on collaboration on the fintech sector at local, national and global levels.
- The continued promotion of Edinburgh to potential investors and strengthening links and associations with other public bodies was accomplishing the following examples:
 - Attendance and promotion at the international property investors at MIPIM 2016.
 - Promotion of Edinburgh to international hotel investors at the International Hotel Investment Forum in Berlin. This was achieved in partnership with SDI.
 - Completing successful civic visits raising investment profiling opportunities with partners such as the Edinburgh Science Festival in November 2015 at UAE, and the Royal Edinburgh Military Tattoo in February 2016 at Australia and NZ.
 - Further raising Edinburgh's profile as an international investment location through new promotion of Invest Edinburgh Magazine at Gatwick airport (long haul and European arrival and departure gates).

- Lobbied at Scottish and UK levels for changes to the visa system which currently has an adverse impact on international talent attraction to Edinburgh.
 - Supported the cities' four universities to increase student take-up from the UAE.
 - Supported the Borders Railway investment project
 - Increased targeting of investors using online platforms (e.g. Twitter and LinkedIn) resulting in greater engagement on the Invest Edinburgh website. The Invest Edinburgh films on YouTube have now received a total of over 248,000 views, including over 70,000 views in the important US market.
- There has also been continued development of investment interest from China. This has been achieved through the creative / tech sector showcase in the Edinburgh soft landing space located in Shenzhen. Five Edinburgh companies won the Create in Shenzhen competition to showcase their products / technology and partner with companies in Shenzhen in May 2016.

Pledge 16



Examine ways to source new funding to support small businesses

The formation of "Business Loans Scotland Ltd" has passed the Pre Determination Qualification (PDQ) stage of the tender process. The opportunity to submit the full tender is expected to open imminently with the deadline for submissions being 35 days thereafter. It is anticipated that successful bidders will be notified in July and if successful Business Loans Scotland could be fully operational from August 2016.

Pledge 17



Continue efforts to develop the City's gap sites and encourage regeneration

The Edinburgh 12 initiative is now in an advanced stage with seven sites partially complete, under construction or about to commence construction and a further three sites awaiting planning determination. Proposals for the next phase of the initiative are being consulted upon with key stakeholders.

Milestones:

- A total of £565.8 million (net) of investment into the physical regeneration of Edinburgh has been supported since April 2012.
- An application to the national Regeneration Capital Grant Fund for funding to restore the derelict Castle Mills Works on Fountainbridge was successful.

Pledge 18



Complete the tram project in accordance with current plans

Edinburgh Trams commenced operations on 31 May 2014 running services between Edinburgh Airport and York Place. This involves 14km of tramway accommodating a mix of off-street running and dedicated and shared sections on-street. In the first year of passenger operations, almost five million passenger journeys were made, around 370,000 ahead of target.

Revenue from fares was 3% ahead of the business model target. Over this same period, Lothian Buses also seen a year on year rise in passenger numbers, which is encouraging to note and would suggest that public transport usage in Edinburgh is on the increase. The operator, Edinburgh Trams had a successful 2015, with month on month patronage and revenues exceeding those reported during the first year of operations. Passenger feedback obtained from the UK Tram Passenger Focus Survey 2014 saw Edinburgh Trams scoring ahead of most other UK tram systems, with an overall satisfaction rating of 94% (just behind the top rated, Nottingham system). The operator consistently operates in the high 90%'s when measuring planned vs completed journeys, which again, benchmarks very well compared to other UK systems.

On 10 December 2015, the Council approved the report 'Edinburgh Tram Extension – New Steps' and agreed to progress the principle of extending the tram network north to Newhaven, and instructed officers to establish a project board and procure a technical advisor to assist in the preparation of a full set of tender documents ready for a procurement process, which the Council will take into consideration in the Spring of 2017.

Pledge 19



Keep Lothian Buses in public hands and encourage the improvement of routes and times

Transport for Edinburgh was established to manage and integrate bus and tram operations, build on the earlier success of Lothian Buses, and strengthen its position. Lothian Buses is improving a number of services, although a small fare increase was introduced on 10 April 2016. The Public and Accessible Transport Action Plan ([PATAP](#)) includes initiatives to help Lothian Buses and other bus operators improve routes and times. PATAP sets out future targets; the Transport and Environment Committee will receive a mid-term report in November 2016.

The new contract for all advertising and some non-advertising bus shelters is being implemented; it includes management, maintenance and cleaning of all bus shelters. The improved management and cleaning regime included in the contract will enhance the public transport experience (thus encouraging patronage).

Improved accessibility to bus stops, renewal and strengthening road surfaces at stops, integration of Bustracker and SEStran's real time information project (extending range of operators covered) have progressed over the period.

The Council's ability to support continuation of Lothian Buses in public hands, and encourage improvement of routes and times, has therefore focused on relatively small-scale improvement of existing assets.

This pledge is listed under the sub-heading 'Provide for Edinburgh's economic growth and prosperity', which correlates most closely with the Council's Business Plan 2016-20 priority 'Ensure Economic Vitality', and is strongly linked to 'Build Excellent Places'.

Pledge 20 **Work with the Scottish Government to deliver a larger return of business rate receipts as part of the Business Rates Incentivisation Scheme (BRIS)**

A Scotland-wide business rates incentivisation scheme was initially introduced in 2012/13 but after a number of concerns were expressed regarding its effectiveness was then suspended in 2013/14. A simplified scheme was put in place from 2014/15, with the aim of linking the assessment of growth in the local tax base more closely to factors within a council's control.

Upon completion of the audit of all councils' Non-Domestic Rates returns for 2014/15, in March 2016 the Scottish Government confirmed that seven of Scotland's thirty-two councils were entitled to incentivisation payments totalling £2.5m. Edinburgh was not one of the benefiting councils, however, with its actual buoyancy increase of 0.48% (i.e. the increase in the underlying tax base) falling significantly short of the target of 1.49%. The equivalent targets for 2015/16 and 2016/17 were also confirmed as 1.1% and 0.9% respectively (the latter provisional at this stage).

While the purchase of software to assist in identifying any properties that may have been missed from the valuation roll has not been ruled out, it is not being actively pursued at this time. This is due both to the extent of increase required to attain the target (and thereby fund the additional investment) and on-going volatility in year-on-year tax base levels.

Pledge 21 **Consult further on the viability and legality of a transient visitor levy**

Discussions to consider additional means to raise revenue in order to protect Edinburgh's cultural competitiveness are being taken forward as part of the City Deal negotiations with the Scottish Government. However these remain subject to further discussion and political endorsement. Further information to be provided as this links to the Edinburgh and South East City Region Deal.

Pledge 22 **Set up an independent forum to promote locally-owned retail businesses**

The main aim is to work collaboratively to provide neighbourhood town centre support and improve viability of small independent retailers. Council staff continue to collaborate with the many existing groups already in place. A number of projects have been delivered over the last 6 months including:

- 2 workshops tailored to support retailers delivered in collaboration with the Business Gateway and FSB in November 2015. These workshops were targeted at Leith and Gorgie / Dalry which have highest vacancy rates. There were a total of 8 businesses that participated.
- Small Business Saturday (SBS) – collaborated with Business Gateway to deliver a Christmas market within Waverley Court featuring 15 local businesses in collaboration with Love from Indie Street [I Love Indie Street collective](#).
- Stockbridge – collaborated with SBS, Traders Group and Neighbourhood Partnership to deliver Christmas programme – Stocking themed window dressing, extended opening hours, Santa at Parade and Christmas lights switch on.
- Safer Stockbridge – collaborated with Neighbourhood Partnership and Police Scotland to promote event to support businesses in crime prevention
- Portobello – supported Christmas poster campaign to drive footfall and extend trading hours on the high street.
- Vintage Brochure – collaborated with Libraries to launch Edition 2 featuring 110 businesses to drive footfall city wide. Secured in kind sponsorship from G&V Hotel for catering, provision of a model for photo shoot and prizes for a competition to promote the vintage sector. Completed distribution of 10,000 copies throughout library network and in major information centres throughout the Central belt.
- Support to Edinburgh's Business Improvement Districts which deliver circa £1.3m levy per year and represent 1,142 businesses. Highlights include: Greater Grassmarket selected as the first [Neat Street](#) outside of London to promote the area under a Keep Scotland Beautiful environmental campaign; and the inaugural Vintage Market which recorded an uplift in footfall of 60% over the weekend;

- Queensferry Ambition collaborating with Scottish Government, Royal Navy, War Graves Commission and Fife Council to deliver activities on the high street to commemorate the anniversary of the Battle of Jutland.

The retail vacancy rates was collected and collated across Edinburgh's 8 town centres. The retail vacancy rate for 2015/16 is 6.85%, which is below the Scottish average of 9.1%.

Pledge 23



Identify unused council premises to offer on short low-cost lets to small businesses, community groups and other interested parties

The Council's non-operational property portfolio provides accommodation for over 1,000 business, charities and community groups throughout the city. Included in this figure are properties let at concessionary rents i.e. less than market value. Vacancy rates within the commercial portfolio are currently extremely low and this, coupled with the focus on maximising income and progressively moving away from concessionary lets, as outlined in the Asset Management Strategy business case, means opportunities for low cost, short-term lets are becoming fewer.

Nonetheless, the service maintains a database of property requirements received from business, charities and community groups and, given the size and diversity of the Council's property portfolio, there are still occasional opportunities to offer properties at relatively low levels of rent and for short periods. Short term lets have also been agreed for properties within the capital receipts programme, for example, where a sale is agreed but pending the purification of conditions.

As the Council's property rationalisation programme gathers pace, there is the potential for operational buildings declared surplus to be made available on a low cost short term basis.

Pledge 24



Maintain and enhance support for our world-famous festivals and events

Edinburgh has 12 major festivals which work together as Festivals Edinburgh. An independent study assessed the full range of their impacts in 2010; their positive impacts included improving quality of life for residents; building capacity amongst volunteers and temporary workers; building confidence and inspiring creativity; developing skills and talents of performers; attracting tourists and journalists; building Edinburgh's reputation worldwide; over 4 million visits to Edinburgh each year and an economic impact of £245m for the city. Nevertheless, other cities in the UK and around the world have created their own festivals and are attracting increasing attention, funding and visitors. The 2006 Thundering Hooves Study and its resulting Action Plan focused on what Edinburgh must do to stay ahead of this competition. Major events also have numerous similar benefits for the city.

The Corporate Policy and Strategy Committee of 3 November 2015 considered the strategic importance of the proposed core programme of Festivals and Events for 2016 and some other events in later years and noted that the Council would provide £200k of funding to the Festivals over the period 2015/16 to 2017/18 to enable forward planning and commissioning for the 70th anniversary year of the Festival City in 2017. The core programme was approved by the Culture and Sport Committee on 30 November 2015. That same meeting also approved the Council's new Culture Plan, which includes a number of actions relevant to the successful delivery of major festivals and events.

The new Thundering Hooves 2.0 (TH2.0), a Ten Year Strategy to Sustain the Success of Edinburgh's Festivals, was launched in May 2015. The Council committed to support the ambitions of TH2.0 and report on progress with annual 'health checks' to the Corporate Policy and Strategy Cttee. The first baseline health check was reported to the Culture and Sport and Corporate Policy and Strategy Committees on 8 March 2016 and 12 April 2016 respectively.

Progress towards a new Events Strategy for Edinburgh was presented to the Culture and Sport Committee on 8 March 2016, and the final draft Strategy was presented for approval to the Committee's meeting of 31 May 2016. This reflects the updated national events strategy, Scotland: the perfect stage, and the objectives of the Council's Business Plan and Culture Plan, as well as the Council's Physical Activity and Sport Strategy. The Strategy outlines the criteria that events must meet in order to be selected as part of the city's new events portfolio, and the three levels of event which will qualify from now on: major international events; national events; and events bespoke for the city and timed to complement its existing programme of major festivals and other annual and biennial events.

A programme of international projects and events delivered between November 2015 and April 2016 has included support for the Royal Edinburgh Military Tattoo's tour programme in Australia and New Zealand, initiating bi-lateral talks for three Festivals with Munich, and the hosting of a Consular Corps briefing on Edinburgh's cultural assets. The Council has also progressed cultural projects and links with twin and partner cities including Krakow and Florence.

Pledge 25**Introduce a “living wage” (currently set at £7.85) for Council employees, encourage its adoption by Council subsidiaries and contractors and its wider development**

The Living Wage in the Council was increased to £7.97 in April 2015 and to £8.33 in April 2016. As agreed through CoSLA, these amounts include the national pay awards of 1.5% and 1% over the two year period. Around 2,500 Council employees benefit from the Living Wage, with an associated additional annual cost of £2.2M.

Discussions are ongoing between CoSLA and the Trades Unions on implementing the Living Wage as the lowest hourly rate for Local Government Employees. No agreement has yet been reached.

The Finance and Resources Committee agreed at its meeting in January 2016, to the adoption of the Scottish Government’s Statutory Guidance on Fair Work Practices, including the Living Wage in Procurement as standard in tender evaluations; and to commence the process towards becoming an accredited Living Wage employer. The report can be found [here](#).

The current Living Wage rate of £8.33 impacts up to spinal column point 18 on the Council’s pay and grading structure which is midway through GR3. This erodes the pay differentials between supervisors and staff.

Planned future action includes: continue to apply the Living Wage in the Council’s pay structure and encourage the adoption of the living wage by Council Contractors and other businesses in Edinburgh; work through the process to become an accredited Living Wage employer; ongoing consultation with the Trades Unions and other stakeholders.

Pledge 26**Establish a policy of no compulsory redundancies**

The Council currently has a redundancy procedure with a provision for compulsory redundancy. However, this has not been used in practice and a commitment has been made to exhaust all other options and to facilitate exit on a voluntary redundancy basis or through redeployment. Close monitoring of both policy and practice continues during transformation.

The challenges which remain are; the impact on approach to organisation reviews; the impact on employment policies such as redeployment, together with the associated cost implications; the availability of suitable alternative employment; the impact on resources needed to support this approach.

The continuation of a no compulsory redundancy pledge in practice and a focus on voluntary release and internal redeployment with supporting training, where possible.

The commitment will continue to be progressed through consultation with elected members, the Corporate Leadership Team and the Trades Unions.

Pledge 27**Seek to work in full partnership with Council staff and their representatives**

Strong working relationships between the Council and the Trades Unions continue. A well developed structure of formal and informal consultation and negotiating meetings operates at corporate and service levels. These meetings cover proposed amendments to terms and conditions of employment, organisational reviews, health and safety requirements, project based change initiatives and budget updates.

The development of employment policy/procedure continues to be undertaken in consultation with the Trades Unions using an agreed model that encourages trade union input to both development and implementation of the final policy/procedure as a collective agreement.

Engagement with all Council staff remains an important focus through Talk with Andrew, Director and staff sessions at service level, organisational review consultation and communications such as Newsbeat. Staff have also been asked to contribute, individually, as teams/groups or at engagement events, to the Transformation Programme.

A key challenge is ensuring good, consistent staff engagement practices at a time of significant change and financial pressures.

Positive working together with the Trades Unions and engagement with staff to achieve Council objectives.

Full partnership working with Trades Unions will involve establishing a joint strategy, agenda, goals and objectives and collaborative working.

Partnership working between elected members, staff and TUs will be achieved through empowerment and the opportunity to influence decisions.



The well being of the city and strong business community links are established and enhanced by a number of projects. Strong international links are promoted via a range on external relations and investor support activities including the Shenzhen & Edinburgh collaborations. In addition to this there are continued strong links to the business community and implementing strategies promoted by the activities of Edinburgh Business Forum, and the work towards the Edinburgh and South East Scotland City region.

Work of the Edinburgh Business Forum and City Deal

Six local authorities that make up the Edinburgh and South East Scotland City region are working collectively on a bid to the UK and Scottish Governments for a City Region Deal. The Edinburgh Business Forum will continue to support the Council and its partners as the City Region Deal is progressed.

Milestones:

- Progress on the City Region Deal was discussed at the EBF's Strategy Meeting on 6 April. The Council and its partners continue to progress the City region Deal and will seek support from the EBF as need is identified.
- On 17 February 2016 members of the Edinburgh Business Forum, along with some of their business contacts, attended Creative Edinburgh's Creative & Corporate Love event. Designed to bring the creative and corporate communities together, the theme of the evening was 'A Celebration of the Power of Great Partnerships'.

Strong International links

External Relations and Investor Support activities continue to manage international protocol and relations for new business development:

Milestones:

- Delivering on the Memorandum of Understanding (MoU) between Edinburgh and Shenzhen by focusing on providing support to the outward sector showcase to China in May 2016 and continuing to harness inward investment opportunities
- Successful promotion of the 'Create in Shenzhen' competition, resulting in five Edinburgh based creative and tech companies accompanying the Edinburgh outward delegation to Shenzhen in May 2016. This supports the ongoing deliverables in the Memorandum of Understanding between Edinburgh and Shenzhen. This will contribute towards further partnering opportunities for Edinburgh companies and on delivering on future inward investment potential.
- Supporting University endorsement of the Edinburgh-China Airlink Project from Edinburgh's four universities.
- Support the University and Business demand in the city for Student Post-Study work visa reform
- Arranging for a visit of EUROCITIES Secretary General to Edinburgh to meet with and brief key players across the city in order to strengthen Edinburgh's position within the network and bolster its involvement and capacity to benefit from EUROCITIES membership.



During 2015/16 a total of 122 Council apprentices were supported representing 1.1% of FTE workforce, with the majority graduating and securing main grade posts.

In November 54 apprentices graduated from the Council Apprenticeship programme leaving 68 individuals still working toward completion of their apprenticeship.

The Council has also worked in conjunction with NHS Lothian to recruit 24 young people with autism onto the Project SEARCH programme to help them make the transition into work.

This high retention rate following participation on our youth programmes means that the Council's workforce is significantly increasing in the 16 to 24 age bracket and this age group now represent 8% of the Council's workforce.

Due to current recruitment constraints and the uncertainty in the Council arising from the transformation programme only 21 new apprentices were recruited in 2015/16, below the target of 50 per year, and at the moment only 36 new apprenticeships have been indentified for recruitment in 2016/17. Meaning that in the short term the target of apprentices being at least 1% of the Council's FTE workforce will not be sustained.

However there is still a strong willingness within Council services to support apprenticeships and it is anticipated that numbers will pick up again following the conclusion of the transformation process bringing numbers back up to target levels. This situation is being actively monitored.

In future, to build on the work of the Edinburgh Guarantee and Project SEARCH, it is planned to look further on how young people with disabilities can be support into Council employment or the wider job market and this action will progressed once the Council restructuring has significantly concluded.



A report will be presented to Council in 30 June advising on the Council's unaudited outturn for 2015/16, showing a balanced overall position for the ninth successive year and all services maintaining expenditure within budgeted levels. This outturn position takes account of the action taken in September 2015 to address underlying pressures within Health and Social Care.

On 21 January 2016, the Council approved a firm balanced budget for 2016/17 and indicative balanced budgets for the following two years, subject to confirmation of actual grant funding allocations.

With the intention of supporting the areas concerned returning to a sustainable financial footing, the approved budget framework includes additional service investment in both Health and Social Care and Corporate Property, funded by means of a range of transformation programme and service prioritisation-based savings within these functions and across the Council as a whole. The combined impact of this service investment, cost pressures arising from legislative change, continuing increases in demographic-led demand, inflationary uplifts and a cash-terms reduction in grant funding means that over £70m of savings require to be delivered in 2016/17 alone. Given this position and building on the improved scrutiny of the delivery of approved savings proposals and management of risks and pressures put in place for 2015/16, the first "budget challenge" meetings involving Directors and key elected members have been held, with a further round taking place in June. These meetings are being supplemented by monthly Corporate Leadership Team consideration and discussion.

The Capital Coalition has also initiated a mid-year review, at which point members will consider progress in delivering approved savings for 2016/17 and develop, as appropriate, specific proposals for some of the more transformational savings previously approved in principle for 2017/18. These proposals, subject to any further measures that may be required, will then form the basis of around ten weeks' public engagement and consultation.

The extent of progress made in addressing the Council's financial challenges was highlighted in the Council's 2016 Best Value Audit. The Accounts Commission concluded that the Council has a clear strategy for changing the way it delivers services, reducing its workforce and achieving substantial financial savings, with elected members and senior managers having a shared understanding of the challenges facing the Council and the action that needs to be taken.



Since the Edinburgh Cultural Venues Study, which described priorities for investment, was reported to the Culture and Leisure Committee in May 2009, the following projects have been completed: the Usher Hall; the Church Hill Theatre; the National Museum; new stands for the Tattoo; the Assembly Rooms; interim investment in the King's Theatre; and the Studio development at the Festival City Theatre. The Council would expect to facilitate or support developments of venues in non-Council ownership or management through strategic rather than fiscal mechanisms such as site ownership and planning options.

The Council's Museums and Galleries continue to undergo a range of physical improvements and customer-focused enhancements. The Museum of Edinburgh officially launched its new visitor attraction and extended and refurbished facilities in July 2012; improvements in the City Art Centre are now complete; improvements to the Writers' Museum were completed earlier in 2016 and improvements are planned at the Museum of Childhood. The Culture and Sport service grant funds 36 cultural clients in the city who make a significant contribution to the success of the city's cultural infrastructure, and the new Culture Plan, approved on 30 November 2015, includes many actions which are designed to support the city's creative and cultural success.

The Fruitmarket Gallery has secured a development award of £100,000. This will enable the Gallery to further develop its plans to refurbish and extend the existing gallery on Market Street. The Council provides strategic support to the Fruitmarket Gallery to achieve shared aspirations and has also offered office and storage facilities at the City Art Centre during the refurbishment of the Fruitmarket Gallery.

Phase 2 of the Calton Hill project is under way. This project is redeveloping the Old City Observatory complex, a site of historic significance, and has brought it back into public use. The Council committed £900,000 to relocate the Collective Gallery to the refurbished City Observatory complex. Around 20% of the capital funding required to complete this project is being pursued by the Collective Gallery. In the meantime, the Court of Session has granted authority for the Council to enter into a 25-year lease with Collective Gallery for the Old City Observatory, the City Dome and the grounds in which they sit. In October 2015, the Council and Collective Gallery secured a £1.3m Heritage Lottery Fund, £905,000 Creative Scotland grant and £233,000 by Historic Scotland via the Edinburgh World Heritage Trust for the project.

Edinburgh Printmakers is redeveloping the historic North British Rubber Company HQ building 'Castle Mill Works' in Fountainbridge to open in late 2018. This £10m project will provide an arts centre and creative industries hub with unique facilities (including a printmaking studio with facilities for artists and the public alike) and opportunities for today's creative community. The Council supported bids by Edinburgh Printmakers to other bodies for funding towards this project, including an application to Heritage Enterprise for £5m of funding from The Heritage Lottery Fund and the Printmakers' Stage 2

application to the Regeneration Capital Grant Fund for over £1.9m. Both of these bids have been approved, the latter in February 2016.





West Princes Street Gardens, in the heart of a UNESCO World Heritage Site and home to the Ross Bandstand and the Ross Fountain, provides leisure and cultural opportunities for residents and visitors alike and is regularly seen by millions around the world when it plays host to elements of Edinburgh International Festival and Edinburgh's Hogmanay. The Ross Bandstand is no longer fit for purpose and requires to be replaced, the Ross Fountain requires refurbishment, and other elements of the Gardens would also benefit from investment. On 12 April 2016, Corporate Policy and Strategy Committee noted that Norman Springford, a potential benefactor, has formed a steering group and offered to support the Council to identify external funding for the above substantial programme of work for these significant assets, taking into account the requirements of relevant legislation and risks inherent in the location. A further report will be presented to Council in June, once the optimum way forward has been identified.

The city's reputation as the cultural capital of the world has been promoted by a range of cultural and economy activities, these include:

- Collaborating with the City of Literature Trust, Scottish Poetry Library, Royal Conservatoire of Scotland, Edinburgh College, Talbot Rice Gallery and the Italian Cultural Institute to produce a multi-media cultural event with twin city Florence in 2015.
- Hosted a civic reception for the Festival City Network in August.
- Received delegations as part of the Momentum programme run by Festivals Edinburgh, British Council and Creative Scotland.
- Run a two part heritage workshop in Edinburgh and in Krakow in April and September including a literature swap with the City of Literature Trust, building further cultural links between the two cities.
- Supporting the Lord Provost overseas travel with the Royal Edinburgh Military Tattoo by arranging meetings, events and preparation of speeches to promote Edinburgh's festival status.

Submitting a successful Council application securing Edinburgh participation in a study visit to Barcelona, as part of the Eurocities Culture and Regions project funded under the EU's Creative Europe programme.

Strengthen and support our communities and keep them safe

-  32 Develop and strengthen local community links with the police
-  33 Strengthen Neighbourhood Partnerships and further involve local people in decisions on how Council resources are used
-  34 Work with police on an anti-social behaviour unit to target persistent offenders
-  35 Continue to develop the diversity of services provided by our libraries

Pledge 32



Develop and strengthen local community links with the police

In 2015/16, the City of Edinburgh Council provided £2.6m to Police Scotland to supplement the provision of community policing services in Edinburgh. The funded resources in 2015/16 covers two main elements namely; 41 named community police officers embedded in the localities and tasked through the monthly local Community Improvements Partnerships (CIPs's) and the Divisional Violence Reduction Unit which includes a named inspector and 14 constables that are deployed across the city to meet identified needs.

During the last six months funded officers have been involved in a range of local and city wide activities including but not limited to: (for a full report visit [Community Policing Performance Update](#))

- High visibility patrols throughout all localities including focused patrols around Hunter Square where there are issues with street begging;
- Attending community engagement events providing advice and information on crime prevention;
- Working alongside Council staff delivering days of action in response to complaints of antisocial behaviour (in communities and schools);
- Carrying out stop/searches across Edinburgh resulting in 19 positive drug searches including the recovery of over £1,300 of heroin; and
- Coordinated days of action consisting of warrant checks, anti-violence patrols, drugs, stolen property and road safety.

In addition to the monthly local CIP's, thematic city wide CIP's have been set up to provide a co-ordinated response to tackling emerging issues. These CIP's are short-term; focusing on specific issues including New Psychoactive Substances (NPS) and street begging.

Due to the work of the NPS CIP and a Temporary Class Drug Order, Edinburgh has experienced a downward trend in NPS activity. NPS activity is now monitored at local neighbourhood CIPs on the understanding that any future emerging issues will be escalated to the citywide strategic CIP to oversee and respond to as necessary.

A new citywide CIP focusing on street begging has also recently been set up, initiating an analysis and audit of street begging. The findings will help inform an action plan that will be delivered in partnership with the various services in the Council including Trading Standards and Licensing, as well as Police Scotland, Fire and Rescue Service, NHS and Street Work.

The funded officers are linked to a Service Level Agreement which is under review in order to cover the Council's agreed funding of the same amount for 2016/17. The revised SLA will be presented to the September 2016 Police and Fire Scrutiny Committee.

Pledge 33



Strengthen Neighbourhood Partnerships and further involve local people in decisions on how Council resources are used

Work has continued on the delivery of an improvement programme to strengthen the Neighbourhood Partnerships (NPs). This work is subject to continuous review, with progress reported regularly to the Communities and Neighbourhoods Committee. Key areas of current activity include establishing the new localities model, with the NPs providing the foundation of the approach to collaborative working to empower and improve outcomes for communities.

Significant progress has been made in developing participatory budgeting (PB). This is a key programme of work for NPs and provides a vehicle for strengthening their established role of involving communities in the identification of local priorities, mobilising local knowledge to shape service solutions and deciding on the allocation of resources to address local needs. A number of PB initiatives have been delivered including 'Leith Decides', 'Youth Talk Lead the Change' in Liberton & Gilmerton NP, 'Grant a Grand' in South West NP and 'South Central Decides – Your Voice Your Choice'. Scottish Government funding (£82,750) is supporting the delivery of two work streams, a 10 day package of PB expert support and a programme to match fund planned PB activity and programme development. Five support sessions have been delivered during the period, three awareness raising sessions for the third sector, community planning partners and elected members and two development

sessions targeted on specific PB initiatives. All key stakeholders have participated: elected members, Council officers, NHS Lothian, Police Scotland, Fire and Rescue Service, third sector and the community. £45,000 of the funding is being used to match fund four PB initiatives and the remainder to support marketing and promotion, the development of a PB video, brand development and specialist support to encourage participation from communities of interest. Ideas and tools developed through this equalities work stream will support the NP Equalities Working Group which has been delivering a programme to support the participation of people with protected characteristics across the NPs. This includes the production of staff guidance, improvements to the monitoring and evaluation framework and implementation of a pilot initiative of enhanced direct support.

As part of the joint working with the Scottish Government, the PB Development Group participated in research carried out by the Democratic Society on the use of digital tools to support PB. The findings, which have now been published, offer a number of recommendations in progressing e-engagement as part of a PB process that will inform future approaches. Enhancing e-engagement and the NP online presence as a means of strengthening community engagement is a key element of the NP communications approach agreed by the Communities and Neighbourhoods Committee in June 2014. Activity in this area has focused on the NP Twitter account, which has grown to 491 followers, and the Pinterest board, which has 350 followers and over 100 achievements pinned. Further developments in relation to the NP website, training and promotions are planned.

Recognising the important role Community Councils play in NPs and the city, a range of activity has been delivered. This includes the production of a new governance protocol for community council elections, agreed by Council in March 2016, in preparation for the triennial elections scheduled for Autumn 2016, and the completion of the current support programme. Sessions on social media, Planning, funding and how the Council works were delivered between November 2015 and February 2016. 144 participants from 30 Community Councils took part in the programme overall. Feedback was extremely positive with community councillors rating as high the relevance of the sessions and their value in supporting them in their role.

Supporting tenant involvement is also an important area of work. Key activities delivered during the period include the Tenants' Survey and rent consultation. The Tenants' Survey comprised face to face interviews with 1,000 tenants. The findings showed continued high levels of satisfaction with the service overall and a significant increase in satisfaction that tenants' views are listened to and acted on, up from 73% to 81%. The rent consultation sought tenants' views on priorities for the Housing Revenue Account. Tenants were actively involved in the design and delivery of the consultation which helped to secure a significant increase in responses. The consultation findings informed the development of a new strategic approach to prioritising investment to directly reduce tenants' cost of living.

Recognising the role of the business sector in supporting communities and the work of NPs, a survey of participants was carried out at the 'Meet the Funder's event in December 2015 to explore opportunities for business support to community groups. A further survey will be carried out at the next event in May 2016, with the information being used to inform the development of the City's Corporate Social Responsibility Framework.

Alongside the above activity, actions to address the priorities in the NP Local Community Plans 2014-17 continue, complemented by the implementation of the refreshed performance framework. With the existing plans ending next year, planning is underway on the development programme for new plans which will inform the new Locality Improvement Plans required under the Community Empowerment (Scotland) Act.

Pledge 34



Work with police on an anti-social behaviour unit to target persistent offenders

Since June 2013 when the ASB Review Group was established to support the Coalition Pledge 34, 166 complex cases have been reviewed. Based on the analysis of these cases, noise complaints have been identified as the most common category across all neighbourhoods, however upon further analysis the figures show that when noise is the source of the complaint those cases reviewed had an underlying support need due to alcohol, drugs or mental health. A comprehensive ASB Review Group - Update will be presented to the Health, Social Care and Housing Committee on 21 June 2016. In response to these findings various initiatives and working practices, including the development of a new Mediation Service has been taken forward.

Mediation Service

In September 2015, The Community Protection Support Unit launched the Council's new Community Mediation Service. The service is free and available to all of Edinburgh's citizens who are experiencing antisocial behaviour. Referrals are made by community safety officers who have carried out an initial investigation and recommends mediation as a possible way forward for neighbours who are in conflict with each other.

Referrals are also accepted from Housing Associations, however, there is a small fee charged to the association.

On the whole Community Mediation deals primarily with noise between neighbours and works to tackle issues between tenants before they escalate.

Summer Review

In order to ensure that the Group mirrors the arrangements being established through the Transformation Programme, a review of membership and current processes is underway.

Pledge 35



Continue to develop the diversity of services provided by our libraries

Edinburgh's Library and Information Services have continued to develop and expand services delivering on the Next Generation Libraries Strategy. Library services are maintaining high levels of performance, delivering innovative electronic services, and widening access to literacy and digital skills programmes.

The Gold Standards programme, now including youth and customer engagement measures, continues to assess libraries with the assistance of external judges. 18 libraries have now achieved Gold Standard status.

The Scottish Government initiatives 'Read, Write, Count' and 'Every Child a Library Member' were launched in 2015 for implementation in 2016. The Read, Write Count Initiative launched in Edinburgh at Wester Hailes Library on National Libraries day (6 Feb) and is being promoted at all Edinburgh Libraries with Scottish Government funded books and events. Working in partnership with local Registrars Offices the Library service is delivering Every Child a Library Member by offering library membership on registration of births, at Bookbug sessions and through Read Write Count gifting activities.


The Peoples Network refresh and upgrade programme of public access computers and internet services to support digital inclusion and channel shift completed in November 2015. The refreshed service provides screen reading software on all computers, improved security and printing for customers. PC usage has increased by 11% in the 4 months since completion of the programme.

Customer use of online library resources and services has increased by 4% compared to 2014/15. A new newspaper service providing access to newspapers in multiple languages has averaged 3,000 accesses per month since its introduction in November. Download of books, magazines, newspapers and music increased by 50% to just over 234,000 for the year 2015/16.

The three year Macmillan Cancer Support funded programme will provide a volunteer led information and support service for people affected by cancer in a library setting. Three staff have been recruited for the project and a Macmillan @ Edinburgh Libraries Steering Group set up. The Steering Group includes representatives from Macmillan Cancer Support, Health and Social Care, Edinburgh Volunteer Centre, Cancer Support Scotland, and other Macmillan funded programmes in Edinburgh. The Steering Group has agreed that the first two sites for development of Cancer Information and Support Service points will be within Central Library and Craigmillar Library.

A group of young people at Moredun Library have been at the centre of YouthTalk, a partnership project which began in South Edinburgh, and has been delivered through libraries across the city to engage and involve young people in shaping local service provision. YouthTalk won the Community Engagement Award at the Scottish Government Public Services Award ceremony and has successfully engaged with thousands of young people, gathering their views to influence statutory and voluntary services to improve local quality of life.

Ensure that Edinburgh is well-cared for and promote the wellbeing of our residents

-  36 Develop improved partnership working across the capital and with the voluntary sector to build on the "Total Craigroyston" model
-  37 Examine ways to bring the Council, care home staff and users together into co-operatives to provide the means to make life better for care home users and care providers
-  38 Promote direct payments in health and social care
-  39 Establish a care champion to represent carers
-  40 Work with Edinburgh World Heritage Trust and other stakeholders to conserve the City's built heritage
-  41 Take firm action to resolve issues surrounding the Council's property services
-  42 Continue to support and invest in our sporting infrastructure
-  43 Invest in healthy living and fitness advice for those in most need

Pledge 36



Develop improved partnership working across the capital and with the voluntary sector to build on the "Total Craigroyston" model

Edinburgh Partnership

The Edinburgh Partnership's Community Plan 2015/18 (SOA 5) incorporates 12 Partnership priorities under four Strategic Outcomes:

- Edinburgh's economy delivers increased investment, jobs and opportunities for all
- Edinburgh's citizens experience improved health and wellbeing with reduced inequalities
- Edinburgh's children and young people enjoy their childhood and fulfil their potential
- Edinburgh's communities are safer and have improved physical and social fabric

Recently, the Partnership has focused on: (i) minimising the risk to delivering outcome commitments, (ii) implications arising from the formation of the Integrated Joint Board/Health and Social Care Partnership, (iii) impact of the Community Empowerment (Scotland) Act Duties and (iv) consolidating the approach to mitigating poverty and inequality.

Total Place and Locality Transformation

The value and benefit of "Total Place" approaches continues to influence and shape locality-based approaches as part of the Council's move to deliver services on the basis of four localities. The Locality Transformation Plan was profiled at committee in November 2016 and was followed by briefings in each locality in February and March 2016. Following confirmation of senior officer lead responsibilities, from 1 April 2016 Locality Management Boards have begun early dialogue with partners initially considering the formation of Locality Improvement Plans.

The 4 Locality Boards will work closely with the 12 Neighbourhood Partnerships as the Locality plans should connect with City Outcomes (as above) and neighbourhood outcomes.

Edinburgh Cooperative Capital Framework

Following Council's decision in November 2014 to mainstream coproduction of Council policy, strategy and the design, delivery and review of services, and as reported in December 2015, substantial progress is being made in the coproduction of council policy and strategy and in designing and delivering community services. The Finance and Resources Committee is currently examining impacts upon procurement.

The Edinburgh COMPACT

Following the adoption of the Compact Partnership's Strategic Framework 2015-20 in June 2015 and related Council commitments, the Compact Board has been working to: (i) ensure appropriate third sector interests' representation with locality structures, (ii) ensure the continued application of Compact values and principles in areas of transformation in the City and (iii) develop early thinking on a new volunteering and active citizenship strategy.

The second Compact Political/Third Sector Forum on 10 June 2016 and will focus on transformation and maximising community assets.

In November 2015, the Council agreed to form Scotland's first five year strategic partnership with third sector anchor organisations Edinburgh Voluntary Organisations Council (EVOC) and Volunteer Edinburgh (VE) accompanied by an in principle grant package. Subsequently in partnership with EVOC and VE, the Council agreed to invest in Edinburgh Social Enterprise Network's proposals to examine social enterprise options for future service design and delivery – the Network will report findings in Spring 2017.

Council Transformation Programme - Payments to Third Parties

Most grant programmes have been refreshed by relevant executive committees during 2014-16 and a 10% reduction target has been identified within the Council's four year budget framework. Nonetheless, relations between the Council and third sector interests remain positive, due to continued application of Compact Values and partners efforts to coproduce new investment programmes. Following committee approval, oversight of all payments to third parties, i.e; grants and contracts is now undertaken by the Commercial and Procurement Service. The third annual social and economic contribution of the third sector will be presented to committee in September 2016 and will include impacts arising from of reduced council investment.

Pledge 37



Examine ways to bring the Council, care home staff and users together into co-operatives to provide the means to make life better for care home users and care providers

Work has been undertaken to improve quality of life for people who live in care homes and people who need support to remain in their own home. The focus has been on both creating a co-operative culture in health and social care services and the development of cooperative businesses, owned and run by and for their members whether they are customers, employees or residents.

A range of activity has taken place in care homes for older people to foster and embed a co-operative culture and ethos. Through the "Working Together to Achieve Excellent Care" programme, the project team has worked with residents, relatives, providers and NHS Lothian colleagues, to review care home resident participation strategies; providing meaningful activities for residents in a way that recognises their own life stories and interests and progressing a variety of workforce development initiatives which draw on the expertise to be found in the communities in which care homes are located. This participation tool is now used across the Council's care homes and allows for people's preferences to be included in their support planning.

Our Market Shaping Strategy makes clear our commitment to the development of co-operative and social enterprises and launched an Innovation Fund, worth £400k over 2 years, in October 2013. The Fund invited applications for a contribution of up to £50,000 towards the cost of developing health and social care co-operatives and social enterprises. The Fund has also supported initiatives being led by Edinburgh residents seeking to establish co-operatives dedicated to the long term care and support of their severely disabled adult relatives. The project to establish a service user owned cooperative to manage and deliver services to meet the care and support needs of three families of people with learning disabilities has progressed. Encompass Cooperative is now a registered company. The families are working well together and there are regular meetings with the families, Health and Social Care, and the Edinburgh Development Group (EDG).

Pledge 38



Promote direct payments in health and social care

In April 2014, new Self Directed Support legislation came into force which increases people's choice and control over their social care supports. Ongoing monitoring of the take up of the different options available to people, of which Direct Payments is one, is in place.

The number of people receiving a direct payment in Edinburgh has increased each year from 120 during 2003-04 to 1,255 during 2014-2015 and continues to rise. The latest available national data for 2015 show that Edinburgh ranked fifth highest for the number of recipients (expressed as a rate per 10,000 population); and 15th highest for spend per head of the population.

Pledge 39



Establish a care champion to represent carers

It is important that carers feel valued and supported to continue in their caring role. The remit for the role of Carers' Champion was developed and agreed in partnership with carers' organisations in the City and progress reports about carer support services are provided to the Health, Social Care and Housing Committee.

Edinburgh's Joint Carers' Strategy has been developed in partnership with key local stakeholders from health, local authority, the voluntary sector and carers. The Strategy outlines local priorities and outcomes for carers in Edinburgh for the next two years to 2017. One priority is ensuring that carers are identified, referred, assessed and supported in a way that provides the best outcomes for them and the person they care for. Another to ensure that we are able to have the continued resources to provide support to carers and address the priority areas for both adult and young carers.

Various projects have now started including:

- Implementation of eight new carer support contracts with third sector providers for a range of services including respite; young adult carers (16-25) support; emotional support service; carer training; financial advice and welfare service; personalised support in NW, SE & SW Edinburgh.

- Additional supports, for example the carers supported hospital discharge service, have also been set up.
- New carer support schemes funded by the Change Fund have been implemented :
 1. Three 3rd Sector young carer support services
 2. Service Level Agreement with VOCAL Carers benefiting from short –term advocacy, welfare benefits support, training & stress management courses, learning opportunities, information & peer support, complex caring support, counseling, palliative carer support
 3. Transition Carer Advocacy Service: A confidential independent service for carers of people in mental health settings who will be returning to Lothian 'out of area' placement.
 4. BME Carer Support worker: Delivering training/information programmes
- Carers Week (June 2015) stalls in various council and NHS locations promoting carer support services with events across the city hosted by health and third sector organisations.
- Carer Awareness Training offered to all NHS Lothian and H&SC front line, acute and community setting staff which has created 65 Carer Champions.

Development through a co-production approach a new Grants Prospectus for carer support.

Pledge 40 **Work with Edinburgh World Heritage Trust and other stakeholders to conserve the City's built heritage**

The Council, along with Historic Environment Scotland, and Edinburgh World Heritage Trust (EWH) have a responsibility for safeguarding the Old and New Towns of Edinburgh World Heritage Site (WHS). The Management Plan for the WHS is currently under review and being taken forward by a Steering Group comprising representatives of the above partners. A revised Management Plan will be completed in time for World Heritage Day 2017 (18 April 2017). A communication strategy and a programme of public engagement have been developed by the World Heritage Site Steering Group.

The Council continues to support EWH. However, funding for 2016/17 has been cut by 5% in line with reductions across the whole of the voluntary sector. Nonetheless, a positive partnership remains in place and a Service Level Agreement exists between Historic Environment Scotland and the Council to support WHS co-ordination between the three organisations. This successful partnership has led to the support of an additional resource to help deliver the new Management Plan for the Old and New Towns World Heritage Site.

The state of conservation of the Site is currently under scrutiny in the light of recent development proposals such as Royal High School and St James Centre. Discussions are being held at a national level to ensure that Site management is robust.

The Forth Bridge was inscribed as Scotland's sixth WHS in July 2015. The associated Action Plan has been developed and is being implemented.

Progress continues to be made on the Royal Mile Action Plan. Projects such as the proposed urban garden for the Lawnmarket and the by-law to help address some of the retail issues have been explored with the community. Construction progress on the New Waverley site will add value to strands of the Royal Mile project. The 12 Closes project is being taken forward by EWH in collaboration with wider Council services.

A series of workshops has been held to develop details of a Wayfinding system. Consultants are currently working with the outputs from these workshops.

Pledge 41 **Take firm action to resolve issues surrounding the Council's property services**

Following the closure of the former Property Conservation service in April 2011, and subsequent police and independent investigations, a programme was put in place to close down the old Property Conservation service's outstanding workstreams and introduce a new Shared Repairs service.

In July 2014 an end-to-end transformation programme sponsored by the Chief Executive was established to resolve all outstanding complaints in relation to statutory notice work, to recover the sums due to the Council in respect of work and to develop and implement a new Shared Repairs service.

Property Conservation

Between September 2015 and March 2016 the Closure Programme has successfully completed the independent review and billing of 414 cases totalling £17.8m.

Suspended debt has also reduced from £6.4m to £1.5m the remainder of which is at various stages of investigation and recovery.

To date recovery is £12.9m collected/committed which represents a recovery rate of over 70%. Morton Fraser were given a contract extension in April 2015 to manage debt recovery and as at 31 March 2016 they have recovered £1.9m.

The settlements process in relation to outstanding historic complaints is now also complete. All 407 customers have been sent

settlement offers with a collective value of £4.2m. There were also 1,731 affected owners who have also received settlement offers.

There were 11 legacy projects remaining which were handed back to the Council when the Thomson Bethune came to an end on 31 December 2015. These projects are being brought to conclusion by staff from the Edinburgh Shared Repairs service.

The Edinburgh Shared Repairs Service

The Edinburgh Shared Repairs service launched in September 2015 and has completed its pilot phase. The pilot took on 43 cases to test different stages of the process. These processes were :- customer contact (20 cases), Facilitation (3 cases), Intervention (17 cases) and Enforcement (3 cases)

The new service will have a phased implementation throughout the financial year 2016-17.

The key objectives are:

- To help maintain the fabric of the city by supporting, encouraging and enabling owners to take responsibility for planning and organising repairs and maintenance.
- To intervene when public health & safety is at risk due to unsafe buildings.
- To intervene when owners have exhausted all other reasonable means of agreeing and undertaking a repair.

The most recent update for both Property Conservation and Edinburgh Shared Repairs Service was presented to the Finance and Resources Committee on 17 March 2016.

Pledge 42



Continue to support and invest in our sporting infrastructure

All of the city's Victorian swimming pools have been refurbished, and a major refurbishment of the Royal Commonwealth Pool was completed in early 2012. In April 2012 the Culture and Leisure Committee identified areas within the city to receive investment in pitches and pavilions, and subsequently invested £600k revenue to improve facilities for pitch sports.

At its meeting on 28 May 2013, the Culture and Sport Committee approved £1.215m towards a cycling hub in Hunter's Hall Park. Following a public consultation, the Culture and Sport Committee in December 2014 approved the initiation of a tender process to begin construction of the cycling hub (to include an outdoor velodrome, a national/regional standard BMX track, a cycle speedway track) as well as two 3G synthetic pitches and an upgrade to the Jack Kane Sports Centre and Community Wing. Subsequent value engineering has removed the cycle speedway track from the plans for now, with the intention that it be delivered when funding becomes available. Consultants Faithful and Gould were appointed in May 2015 to take the project to the pre-build phase. An update to the Culture and Sport Committee on 31 May 2016 sought approval to take the project to the pre-construction phase.

At its meeting in February 2014, the Council allocated up to £200k for feasibility work into the future of Meadowbank Sports Centre and Stadium. The feasibility study was reported to the Corporate Policy and Strategy Committee in January 2015. On 12 February 2015, the Council agreed at its Budget meeting to support the redevelopment of Meadowbank by seeking to secure a funding package making the best use of public and private sector support. An update on the funding package was presented to the Corporate Policy and Strategy Committee on 29 September 2015 when it approved the next stage in developing a new Meadowbank.

In August 2015 the Culture and Sport Cttee noted that the Council, working with funding partners Edinburgh Leisure and the Cala Hockey Club, had secured additional funding from sportscotland to create a water-based hockey pitch at Meggetland. This new facility opened earlier this year.

In 2015/16 Edinburgh Leisure also invested in gymnastics equipment at a range of its venues, to expand its gymnastics coaching programme, refurbished the fitness facilities at Glenogle Swim Centre, carried out works at the Meadows Tennis Courts, and reduced its carbon emissions, energy use and water use through a range of sustainability initiatives. In addition, Edinburgh Leisure progressed investment in some of its venues which had been considered as part of a year-long citywide review by Max Associates of Council-owned sports services and facilities. Edinburgh Leisure has now invested in a new climbing product (called Clip n Climb) at the Edinburgh International Climbing Arena, has refurbished the gym at the Craiglockhart Tennis Centre, and refurbished Gracemount Leisure Centre and extended its fitness facilities.

The Council and its partner Heriot-Watt University have each committed £2.5m capital towards the cost of constructing a National Performance Centre for Sport at Riccarton. The Council is working in partnership with Heriot-Watt University to deliver the new Centre on time and on budget. Construction is underway with the centre, now named Oriam, scheduled to open in autumn 2016.

The Council is also improving the sporting infrastructure by building new schools with some fantastic facilities. The new Portobello High School which opens this month includes a swimming pool as well as sports pitches. Stage 2 of the new James Gillespie's High School, which is due to open in August 2016, comprises a sports block and performance arts centre. The new

Boroughmuir High School in Fountainbridge is scheduled to open in October 2016. Pupils will have more sports facilities in their new school, including a roof-top games area.

Pledge 43



Invest in healthy living and fitness advice for those in most need

In its February 2012 budget, the Council provided Edinburgh Leisure (EL) with additional funding for financial years 2012/13 to 2014/15 which supported Edinburgh Leisure's existing activities but also funded five specific projects for those most in need. Edinburgh Leisure has evaluated the outcomes to date of all five projects and an update on the work of these five projects is given below.

1. Active Lives – Physical activity project to encourage adults (45+) living in identified Scottish Index of Multiple Deprivation areas to participate in physical activity.

Edinburgh Leisure (EL) secured £70k additional funding, from the Legacy 2014 Physical Activities Fund, through Spirit 2012 and the Scottish Government, enabling delivery for an additional eight months to September 2016. Active Lives now focuses delivery on two new Community Physical Activity Hubs around Edinburgh Leisure venues (Gracemount Leisure Centre and Ainslie Park Leisure Centre). EL's Active Lives Manager has been working alongside EL's Head of Funding and Evaluation (HFE) to build a strong relationship with Spirit 2012 and discuss potential sources for future funding.

2. High Flyers – Multi sports programme targeting children and young people with disabilities

High Flyers was a sports and physical activity project specifically for children and young people with additional support needs. The aim of the project was to provide opportunities for children and young people to get active, stay active and achieve more. Funding from the City of Edinburgh Council was expended in December 2015 and work has been ongoing to sustain High Flyers' programmes. Edinburgh Leisure is recruiting a temporary Disability Sport Development Officer to continue the work of sustaining existing disability sport activities, improvements to mainstream coaching programmes and developing new initiatives, coaches and partnerships.

3. Jump In – Nursery and disability swim programme

Jump In provided a programme of swim lessons for children attending nurseries that are in areas identified as high on the Scottish Index of Multiple Deprivations (SIMD). The Jump In project took place in several EL venues, including Leith Victoria Swim Centre, Royal Commonwealth Pool, Ainslie Park Leisure Centre, and Gracemount Leisure Centre. Jump In provided eight fully funded lessons for each participant. Thereafter, children could access EL's Learn to Swim programme within a concessionary pricing structure for two subsequent terms. Funding for this project from the Council was expended in October 2015. EL is currently looking to secure funding to continue the initiative, and a recent fundraising event by EL staff raised circa £6k which will allow an element of the programme to be continued at Leith Victoria Swim Centre.

4. Looked After & Active – Physical Activity programme for Looked After and Accommodated children & young people

Looked After and Active will continue to January 2017 using project underspends created by a period of staff vacancy. Work continues with all key partners to try to secure investment for this valued service for Looked After & Accommodated children, young people and families/carers. The Looked After and Active Development Officer has been working with EL's Funding team to apply for funding (eg Big Lottery) and is looking at adapting the current model of delivery to best meet the needs of the targeted community.

5. Positive Destinations – Development programme for young people (not in employment, education or training) to improve self-awareness, confidence and ultimately life choices.

Positive Destinations will continue to January 2017 utilising project underspends. Plans are in place to deliver three personal development projects engaging 60 young people from 1 April – 31 December 2016. Positive Destinations has been successful in securing £3,000 funding from a local trust to set up and support the delivery of the leadership academy at Castlebrae High School. The Positive Destinations Development Officer has been working with EL's funding team to apply for grants and suitable funding since August 2015 and will continue to develop sustainability papers and future funding applications.

Maintain and enhance the quality of life in Edinburgh

-  44 Prioritise keeping our streets clean and attractive
-  45 Spend 5% of the transport budget on provision for cyclists
-  46 Consult with a view to extending the current 20mph traffic zones
-  47 Set up a city-wide Transport Forum of experts and citizens to consider our modern transport needs
-  48 Use Green Flag and other strategies to preserve our green spaces
-  49 Continue to increase recycling levels across the City and reducing the proportion of waste going to landfill
-  50 Meet greenhouse gas targets, including the national target of 42% by 2020
-  51 Investigate the possible introduction of low emission zones
-  52 Oppose industrial biomass incineration in Edinburgh
-  53 Encourage the development of Community Energy Co-operatives

Pledge 44



Prioritise keeping our streets clean and attractive

This pledge encompasses operations and strategic plans to manage the cleanliness of our streets and efforts that focus on enhancing the city's public realm.

Work on the Council's litter action plan has continued since winter 2015. Research on litter projects and strategies throughout the UK fed into a draft document, which was presented to frontline street cleaning, Community Safety and Environment staff in December 2015. Feedback from this session has been incorporated into the updated action plan and draft of the document has been sent to Zero Waste Scotland for input. It is planned that this will be completed by June 2016 as scheduled and will set the context for future campaigns and operational changes.

The Council is currently developing a campaign to encourage behaviour change in relation to dropping litter, fly-tipping, dog fouling and other environmental anti social behaviour. The focus of this campaign will be on promoting pride in our city. It is expected the campaign will be launched this summer.

The Council has joined forces with Keep Scotland Beautiful and Hubbub and, with residents and businesses in the Grassmarket, will trial new approaches to tackling litter and increasing civic pride through a project called Neat Streets this summer. The first event took place in March, whereby residents and businesses were given the opportunity to highlight the litter issues they are aware of in the area and comment on initial ideas on the types of interventions that could be used. The outcomes of this project will help the Council identify the best techniques to utilise in its city-wide campaign.

A new combined Waste and Cleansing service has been created to allow improved use of resources to tackle all issues that affect the appearance of our city. The reorganisation of this service is in progress, with the final structure aiming to be in place by mid-August.

Pledge 45



Spend 5% of the transport budget on provision for cyclists

A spending target of 8% of the transport budget was set for the capital and revenue cycling budgets for the 2015 - 2016 financial year and these have been met.

Capital Projects for 2015 - 2016: the 8% capital expenditure target is equivalent to £1,524,000. There is estimated to be £460,000 expenditure on capital maintenance that benefits cycling, which leaves £1,064,000 of new expenditure on:

- The completion of work upgrading the A90 cycle route.
- The completion of the Roslin – Gilmerton 'family-friendly' cycle route.
- Further improvements to the Leith – Portobello cycle route.
- Route signage of the North Edinburgh 'QuietRoute' network of cycle routes.
- Design work on two major cycle schemes (Roseburn – Leith Walk and Roseburn – Union Canal) and several medium sized schemes.

Revenue Projects for 2015 - 2016: 8% revenue expenditure is equivalent to £637,913. This has helped to deliver:

- Improved maintenance of cycle facilities including off-road cycle paths (such as through removal of vegetation encroachment) and relining of on-road cycle facilities.
- Promotional activities to support cycling including a £130,000 contribution to the Council's Smarter Choices, Smarter Places project.

A report on “8% Budget Commitment to Cycling - Summary of Expenditure” will be considered by the Transport and Environment Committee, at its meeting on 3 August 2016. It will cover the spending used to support cycling during the 2015 – 2016 financial year.

Spending targets. A report, entitled “9% Budget Commitment to Cycling” was agreed by the Transport and Environment Committee at its meeting on 15 March 2016.

This report includes a programme to meet the 9% spending commitment on cycling in the 2016 - 2017 financial year. This includes targets of £1,530,450 for capital expenditure and £198,899 for revenue expenditure. Taking in to account estimates of existing maintenance expenditure that benefits cyclists, this will result in £1,066,000 being allocated towards new capital projects and no funding for cycling revenue projects. The Council Business Plan 2016 – 2020 will contribute to pledge 45, through cycling related actions to improve the quality of life, ensure economic vitality and build excellent places.

Pledge 46



Consult with a view to extending the current 20mph traffic zones

Within the context of its priority to Build Excellent Places, the Council intends a transport system that improves connectivity and is green, healthy and accessible to use. The roll out of 20mph zones across Edinburgh is a key objective within this priority.

Following the advertising of the city wide Traffic Regulation Order for the implementation of the 20mph zones, of the 84 responses received, 54 were deemed as objections. Transport and Environment Committee considered these at its meeting of 12 January 2016 and agreed to set them aside, paving the way for the citywide roll out of the scheme.

The scheme has three key elements, all of which progressed in the period November 2015 to April 2016:

- Design and Construction: Completion of design for Zone 1 (City Centre and Rural West Edinburgh) and commencement of contractor procurement;
- Monitoring: Procurement and award of contract for traffic speed and volume survey (before/after) and household perception surveys (before/after); journey times research; and
- Awareness/Behaviour Change: Communications programme, and school mascot competition .

The scheme is funded partly by external funders, including The Scottish Government and Sustrans, and successful relations have been maintained during the period leading to further funding applications for the coming year.

Future targets in the coming period include the implementation of Zone 1, City Centre and Rural West; completion of design and procurement for Zones 2, North and 3 South Central / East; commencement of design for Zones 4, North West and 5, West; the hosting of a Scottish Conference on 20mph implementation in June 2016; and the official launch of Edinburgh's 20mph scheme later in the summer. Completion of the overall roll out is scheduled for February 2018.

Pledge 47



Set up a city-wide Transport Forum of experts and citizens to consider our modern transport needs

The Transport Forum is now fully set up and functioning. Pledge 47 has been achieved. Transport Forum sub – groups have been established, to consider Active Travel, Walking and Cycling.

The workshops held during the Transport Forum meetings have provided valuable information on transport policy issues.

The programme of meetings continues. The most recent meeting of the Transport Forum took place on 13 January 2016 and involved a discussion on Passenger Rail Transport in and around Edinburgh. This meeting involved a workshop for comments to be fed back on the Scotland Route Study Consultation.

The next meeting of the Transport Forum, on the subject of Updates on Transport within Edinburgh, will take place on 11 May 2016. The Transport forum is attended by a number of stakeholders, organisations and members of the public, which enables us to be 'Focused on Customers' as per the Council Business Plan (2016-2020).

Please see: http://www.edinburgh.gov.uk/info/20016/roads_travel_and_parking/658/transport_forums

The Council Business Plan 2016 – 2020 will contribute to pledge 47, by involving citizens in considering the changes to transport needed to improve the quality of life, ensure economic vitality and build excellent places.

Green Flag Awards and Park Quality Assessments both ensure that standards are kept high and that there is a process for continually driving improvement across all Edinburgh's public parks and major green spaces. Edinburgh's Green Flag Award parks are assessed by external judges carrying out full and mystery shop site assessments as well as a bi-annual peer review that assesses the authority's strategies, policies and management in relation to parks to ensure it has the ability to maintain the award winning parks to the required standard.

Park Quality Assessments are carried out by internal Green Flag award judges along with the valued help of colleagues and members of the community to assess and monitor the quality of all Council managed parks on an annual basis.

The percentage of parks meeting the Edinburgh minimum standard (an agreed minimum score for each park classification) is used as a performance measure with targets set annually. Edinburgh submitted its current 29 Green Flag Award parks plus one new park (Seven Acre Park) for the 2016 awards, the results of which will be announced late July.

Following the 2015 park quality assessments reported to [Transport and Environment Committee](#) on 12 January 2016, managers have used the results to identify issues and potential problems in their parks along with taking onboard the judge's recommendations and putting in place an action plan where required. Managers have also been analysing the citywide and area results to identify strengths and weakness and recommend areas where good practice can be shared or to identify citywide or area wide improvements and ultimately contribute towards strategic thinking.

Recently, park officers have provided a list of park improvements that have been implemented as a result of the last assessment, including an update on the three recommendations proposed by the judges. Feedback regarding recent activities and responses to comments made in the last assessments has also been sought from both the park officer and friends groups. All this information is made available to this year's judges to enable them to complete a full and accurate assessment.

The 2016 park assessments started in April and should be completed by mid-July, with any urgent problems reported to park officers for immediate action. Full site results are generated and made available to both park officers and Friends Groups for comment and to see the judge's recommendations as soon as possible after the assessment has been completed. In addition to this, judges will also be acting as an early warning system for the impending Green Flag award full and mystery shop assessments by casting an eye over award winning parks and highlighting problems and potential issues to park officers before formal assessments take place.

In August, data and performance figures will be published along with the final site results to allow managers to plan for the year ahead. A committee report including a summary of the park quality assessment results along with the results of the Green Flag awards will be available in the autumn.

Where do we want to get to:

- 50% of waste recycled in 2015/16, 118,000 tonnes of waste landfilled in 2015/16
- 75% of waste recycled by 2020.

What we have achieved in 2015/16:

- 42% of waste recycled, an improvement of 2.9% compared to 2014/5,
- 114,543 tonnes of waste landfilled, an achievement of the 118,00 target and a decrease of 10% on 2014/15,
- Completed the introduction of a new kerbside recycling service to some 140,000 properties, with recycling rates for the kerbside service increasing by 29%,
- Large increases in food waste recycling, with tonnages collected increasing by 51%,
- Undertaken focused and targeted communications to residents on kerbside recycling,
- Improved on-street recycling facilities, 940 new dry mixed recycling bins and 617 new glass bins have been installed on Edinburgh's streets.

In 2016/17, we plan to:

- Continue to increase on-street recycling provision and improve the 'grouping' of recycling and landfill bins near tenements,
- Launch an online interactive map to help citizens locate communal recycling and landfill bins near their homes,
- Launch new interactive web forms for residents to report issues with refuse services,
- Increase resident participation in our recycling services and achieve a recycling rate of 44.4%,
- Utilise a new anaerobic digestion facility at Millerhill, Midlothian to process our food waste,
- Cease collections of trade waste for commercial customers, focusing resources on domestic customers.

Even with comprehensive recycling services, there will always be some waste left for disposal. The [Zero Waste Project](#) will deliver modern waste treatment facilities for residual waste (general waste bins) for Edinburgh and Midlothian. The Zero Waste Project has selected the preferred bidder for the residual waste treatment contract and a fully operational facility will be available from January 2018.

Pledge 50 **Meet greenhouse gas targets, including the national target of 42% by 2020**

Meeting greenhouse gas targets, including the national target of 42% by 2020, would contribute to the Council's duties under part 4 of the Climate Change (Scotland) Act 2009; as well as Edinburgh being a sustainable Capital City.

The Sustainable Energy Action Plan (SEAP) is the city's plan to reduce carbon emissions and is led by the Council. Since the last update, a further audit of projects was carried out with stakeholders across the city. This means that the SEAP can account for 83% of the required carbon savings required to meet the target. On current projections, by 2020 Edinburgh will have reduced its greenhouse gas emissions, measured in CO2 equivalent by 34%. In addressing this shortfall the SEAP is continually seeking to develop new projects with partners and maximise the impact of projects. The first annual update on progress was approved by [Corporate Policy and Strategy Committee](#) on 12 April, 2016.

Key highlights from the SEAP over the last 6 months are that:

- Approval has been granted to establish the Council's EScO (March 2016). The next stages of this are to recruit directors to the board, have the board approve the business plan and progress delivery of the shareholders agreement;
- Partnership working is progressing, including a successful event in December 2015 with the largest employers in the city who contribute 17% of emissions;
- Progress continues with the energy retrofit RE:FIT project and the development of business cases for 9 of the Council's largest buildings;
- Energy replacement programmes underway within Housing including a feasibility study into district heating in the multi storey blocks;
- The development of business cases for district heating for Fountainbridge and the Bioquarter;
- The expansion of electric vehicle charging points across the city from 8 in 2012 to 110 in February, 2016;
- Engagement with private sector developers on decentralised energy;
- A feasibility study for solar farms and solar canopies on park and ride sites completed and moving to the next phase;
- Successful funding application for a full Business Case for the use of Ground Source Heat Pumps in Saughton Park;
- Successful feasibility funding for the a major study into Ultra Low Emission Vehicle (ULEV) taxis and charging infrastructure;
- Lothian Buses surpassing its 2015 target on cleaner engines and as of January 2016, 67% of the bus fleet was operating at Euro 5 or higher; and
- A key cross cutting theme and specific workstream of the City Deal is focused on low carbon. The Council is developing a Low Carbon Jobs and Investment Framework to drive delivery of low carbon projects whilst maximising the impact economically for Edinburgh.

Active Travel Action Plan (ATAP)

The Plan will contribute to reducing the 25% of Edinburgh's greenhouse gas emissions that arise from transport in the city. The ATAP actions have been reviewed and prioritised for the next two years and up to 2020. A report on "*Active Travel Action Plan Review 2016*" was submitted to the [Transport and Environment Committee](#) on 12 January 2016.

Public and Accessible Transport Action Plan (PATAP)

Increasing the attractiveness of bus services as an alternative to private car use will contribute to meeting greenhouse gas targets. PATAP is mentioned as part of Pledge 19.

The [ECOSTARS](#) Edinburgh scheme continued during 2015/16, funded by a combination of identified service budget and Scottish Government Air Quality Action Plan support grant. The Edinburgh scheme now has 110 members.

Smarter Choices, Smarter Places programme. Scottish Government has confirmed, on 1 April 2016, that funding will be available for continuing the Smarter Places, Smarter Choices programme during 2016 – 2017. A bid has been submitted to Paths for All for funding for four proposed work packages: route marketing; walking promotion; cycling research and development and also 20mph traffic zones.

The timescale for future actions is:

- April 2016: Outcome of Smarter Choices, Smarter Places bid will be clarified.
- May 2016: Monitoring of progress with ATAP. Completion of installation of automatic pedestrian sensors outside the city centre, nine have been installed on street lighting columns, and three will be mounted on traffic signals.
- May 2016: Completion of 2015 – 2016 Smarter Choices, Smarter Places activities.

The Council Business Plan 2016 – 2020 will contribute to pledge 50, through transport actions to improve the quality of life, ensure economic vitality and build excellent places.

Pledge 51



Investigate the possible introduction of low emission zones

Cleaner Air for Scotland

The finalised low emission strategy for Scotland is 'Cleaner Air for Scotland – The Road to a Healthier Future'. This national strategy was launched, in Edinburgh, by Scottish Ministers on 4 November 2015.

The Scottish Government is to establish a Cleaner Air for Scotland Governance Group, tasked with overseeing the implementation of this strategy. The Scottish Government Air Quality Policy Manager will contact all local authority Chief Executives, requesting one permanent officer to attend all the Governance Group's meetings, with other professions nominated to attend quarterly meetings. The other professions will be Heads of Planning and members of the Society of Chief Officers of Transportation in Scotland (SCOTS). The aim is to ensure that planning and transport activities are adequately represented and engaged in delivery of air quality improvements.

As part of this strategy, the Scottish Government will be developing a National Low Emission Framework, designed to enable local authorities to appraise, justify the business case for and implement a range of air quality options related to transport. One of the possible options that could be introduced is a Low Emission Zone. This type of measure would involve setting minimum emission standards for access to a defined area; either charging vehicles to enter an area or excluding those that do not meet a defined standard for emissions.

It is anticipated that the National Low Emission Framework will be drafted by December 2016. The following stages are:

- Stage 1, the appraisal stage will be undertaken during 2016 – 2017,
- Stage 2, the detailed appraisal will be undertaken during 2017 – 2018,
- Implementation of measures will take place during 2018 – 2019.

Planning authorities will be required to review their Local Development Plans and revise them at the next scheduled update, to ensure policies are consistent with Cleaner Air For Scotland.

Local Transport Strategy 2014 – 2019

In the interim, to continue the process of reducing air pollutants generated by road traffic, the Council will continue with the Protecting our Environment policies within its Local Transport Strategy 2014 – 2019.

Air Quality Action Plan

Implementation of the Council's Air Quality Action Plan, updated in 2015, will reduce emissions of air pollutants.

The Council Business Plan 2016 – 2020 will contribute to pledge 51, through transport actions to improve the quality of life, ensure economic vitality and build excellent places.

Pledge 52



Oppose industrial biomass incineration in Edinburgh

The Council continues to use the interim guidance as a material consideration when deciding relevant planning applications. 'Cleaner Air for Scotland' (formerly the Low Emissions Strategy') was published by the Scottish Government in November 2015.

In April 2016, the Scottish Government tightened the PM_{2.5} standard from 12µg/m³ to 10µg/m³ in keeping with the W.H.O guidelines. It is now a requirement for Scottish local authorities to measure this particle fraction and work towards attainment. The Scottish Government will establish a network of PM_{2.5} across Scotland over the next few years. It is likely that urban areas will be borderline with respect to compliance.

Interim modelled data based on the Pollution Climate Mapping model show that roadside concentrations in Edinburgh range from 9 to 12 µg/m³

The Scottish Government report on the Measurement and Modelling of Fine Particulate Emissions from Wood – Burning Boilers illustrated that a large percentage of particle emissions were composed of the PM_{2.5} fraction when flue gases were measured and that large scale uptake would make it difficult to achieve the UK's exposure reduction target.



The 'Edinburgh Community Energy Hub' was established in 2013 as a sub group of the Edinburgh Sustainable Development Partnership. The Hub has not met in 2016 and options are currently being explored with a view to changing the format and focus of future meetings.

Progress of Energy Generation Cooperatives in Edinburgh

The Edinburgh Solar Cooperative was registered on 30th December 2013 and in August 2015 the council appointed three Directors. A community share offer was launched on 29 September 2015 and was successful in raising an above target £1.5m to install solar panels on up to 25 publicly owned buildings in the city. The energy generated by the panels will be used by the relevant council or Edinburgh Leisure service, with profits generated to be used for wider community benefit and to help make Edinburgh a greener city. Work is currently (March 2016) ongoing to finalise onsite survey prior to installation works by the Cooperative's local management contractor 'Changeworks'.

Harlaw Hydro is a Balerno community initiative which pre-dates Pledge 53. Work commenced on Monday 8th September 2014 following the successful conclusion of negotiations with Council engineers regarding the lease for the Harlaw site from the Council. Harlaw Hydro was officially opened by Fergus Ewing, Minister for Business, Energy and Tourism on 1 September 2015 and following the completion of on-site works, power generation is now taking place. Most recently, however, this has been subject to available water conditions. In November the company reported generating around 1800 kWhs per day representing a ten-fold increase compared with the previous period.

In November 2015, Harlaw Hydro Ltd was shortlisted as a finalist in the "Best Community Project" category at The Scottish Green Energy Awards 2015.

Appendix 1: Lead politicians for each of the pledges

Lead Politician	Pledges
 <p>Paul Godzik Convener of Education, Children and Families Committee Scottish Labour Party</p>	<ol style="list-style-type: none"> 1 Increase support for vulnerable children, including help for families so that fewer go into care 2 Hold the maximum P1 class size at 25 and seek to reduce class sizes in line with Scottish Government recommendations 3 Rebuild Portobello High School and continue progress on all other planned school developments, while providing adequate investment in the fabric of all schools 4 Draw up a long-term strategic plan to tackle both over-crowding and under use in schools 5 Seek to ensure the smooth introduction of the Curriculum for Excellence and that management structures within our schools support the new curriculum 6 Establish city-wide childcare co-operatives for affordable childcare for working parents
 <p>Gavin Barrie Convener of Economy Committee Scottish National Party</p>	<ol style="list-style-type: none"> 7 Further develop the Edinburgh Guarantee to improve work prospects for school leavers 15 Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors 16 Examine ways to source new funding to support small businesses 17 Continue efforts to develop the City's gap sites and encourage regeneration 20 Work with the Scottish Government to deliver a larger return of business rate receipts as part of the Business Rates Incentivisation Scheme (BRIS) 21 Consult further on the viability and legality of a transient visitor levy 22 Set up an independent forum to promote locally-owned retail businesses 23 Identify unused council premises to offer on short low-cost lets to small businesses, community groups and other interested parties 28 Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the City 29 Ensure the Council continues to take on apprentices and steps up efforts to prepare young people for work
 <p>Maureen Child Convener of Communities and Neighbourhoods Committee Scottish Labour Party</p>	<ol style="list-style-type: none"> 33 Strengthen Neighbourhood Partnerships and further involve local people in decisions on how Council resources are used 36 Develop improved partnership working across the Capital and with the voluntary sector to build on the "Total Craigroyston" model

Lead Politician

Pledges



Ian Perry
Convener of Planning Committee
Scottish Labour Party

- 40 Work with Edinburgh World Heritage Trust and other stakeholders to conserve the City's built heritage



Lesley Hinds
Convener of Transport and
Environment Committee
Scottish Labour Party

- 18 Complete the tram project in accordance with current plans
- 19 Keep Lothian Buses in public hands and encourage the improvement of routes and times
- 44 Prioritise keeping our streets clean and attractive
- 45 Spend 5% of the transport budget on provision for cyclists
- 46 Consult with a view to extending the current 20mph traffic zones
- 47 Set up a city-wide Transport Forum of experts and citizens to consider our modern transport needs
- 48 Use Green Flag and other strategies to preserve our green spaces
- 49 Continue to increase recycling levels across the city and reduce the proportion of waste going to landfill
- 50 Meet greenhouse gas targets, including the national target of 42% by 2020
- 51 Investigate the possible introduction of low emission zones
- 52 Oppose industrial biomass incineration in Edinburgh
- 53 Encourage the development of Community Energy Cooperatives



Cammy Day
Vice-Convener of Health, Social
Care and Housing Committee
Scottish Labour Party

- 8 Make sure the City's people are well-housed, including encouraging developers to build residential communities, starting with brownfield sites
- 9 Work in partnership with Scottish Government to release more funds for Council homes for rent
- 10 Set up a task force to investigate ways to bring empty homes into use
- 11 Encourage the development of cooperative housing arrangements
- 13 Enforce tenancy agreements (council and private landlord) with a view to ensuring tenants and landlords fulfill their good conduct responsibilities
- 14 Strengthen Council housing allocation policy to give recognition to good tenants and to encourage responsible tenant behaviour and responsibilities
- 32 Develop and strengthen local community links with the police
- 34 Work with police on an anti-social behaviour unit to target persistent offenders

Lead Politician

Pledges



Alasdair Rankin
Convener of Finance and
Resources Committee
Scottish National Party

- 25 Introduce a "living wage" (currently set at £7.20) for Council employees, encourage its adoption by Council subsidiaries and contractors and its wider development
- 26 Establish a policy of no compulsory redundancies
- 27 Seek to work in full partnership with Council staff and their representatives
- 30 Continue to maintain a sound financial position including long-term financial planning
- 41 Take firm action to resolve issues surrounding the Council's property service



Richard Lewis
Convener of Culture and
Sport Committee
Scottish National Party

- 24 Maintain and enhance support for our world-famous festivals and events
- 31 Maintain our City's reputation as the cultural capital of the world by continuing to support and invest in our cultural infrastructure
- 35 Continue to develop the diversity of services provided by our libraries
- 42 Continue to support and invest in our sporting infrastructure
- 43 Invest in healthy living and fitness advice for those most in need



Ricky Henderson
Convener of Health, Social Care
and Housing Committee
Scottish Labour Party

- 12 Work with health, police and third sector agencies to expand existing and effective drug and alcohol treatment programmes
- 37 Examine ways to bring the Council, care home staff and users together into co-operatives to provide the means to make life better for care home users
- 38 Promote direct payments in health and social care
- 39 Establish a Care Champion to represent carers

Appendix 2: Linkages with the Council Business Plan

Pledge No.	Pledge Description	Business Plan Priority 1	Business Plan Priority Area 1	Business Plan Priority 2	Business Plan Priority Area 2	Business Plan Priority 3	Business Plan Priority Area 3		
Pledge 1	Increase support for vulnerable children, including help for families so that fewer go into care	Quality of Life	Children and young people fulfil their potential	Quality of life	A caring, healthier Edinburgh				
Pledge 2	Hold the maximum P1 class size at 25 and seek to reduce class sizes in line with Scottish Government recommendations	Quality of Life	Children and young people fulfil their potential						
Pledge 3	Rebuild Portobello High School and continue progress on all other planned school developments, while providing adequate investment in the fabric of all schools	Quality of life	Children and young people fulfil their potential	Excellent places	A built and natural environment to match our ambition			Quality of life	Safer and stronger communities
Pledge 4	Draw up a long-term strategic plan to tackle both over-crowding and under use in schools	Quality of life	Children and young people fulfil their potential	Excellent places	A built and natural environment to match our ambition				
Pledge 5	Seek to ensure the smooth introduction of the Curriculum for Excellence and that management structures within our schools support the new curriculum	Quality of Life	Children and young people fulfil their potential						
Pledge 6	Establish city-wide childcare co-operatives for affordable childcare for working parents	Quality of Life	A caring, healthier Edinburgh	Economic Vitality	Access to work and learning				
Pledge 7	Further develop the Edinburgh Guarantee to improve work prospects for school leavers	Economic Vitality	Access to work and learning	Quality of Life	Children and young people fulfil their potential				
Pledge 8	Make sure the City’s people are well-housed, including encouraging developers to build residential communities, starting with brownfield sites	Excellent places	A range of quality housing options						
Pledge 9	Work in partnership with the Scottish Government to release more funds for Council homes for rent	Excellent places	A range of quality housing options	Excellent Places	A built and natural environment to match our ambition				
Pledge 10	Set up a task force to investigate ways to bring empty homes into use	Excellent places	A range of quality housing options	Excellent Places	A built and natural environment to match our ambition				
Pledge 11	Encourage the development of cooperative housing arrangements	Excellent places	A range of quality housing options	Excellent Places	A built and natural environment to match our ambition				
Pledge 12	Work with health, police and third sector agencies to expand existing and effective drug and alcohol treatment programmes	Quality of Life	A caring, healthier Edinburgh	Lean and Agile	Integrated Council			Lean and Agile	Empowered Communities
Pledge 13	Enforce tenancy agreements (Council and private landlord) with a view to ensuring tenants and landlords fulfil their good conduct responsibilities	Excellent Places	A range of quality housing options	Quality of Life	Safer and stronger communities				
Pledge 14	Strengthen Council housing allocation policy to give recognition to good tenants and to encourage responsible tenant behaviour and responsibilities	Excellent places	A range of quality housing options	Quality of life	Safer and stronger communities				
Pledge 15	Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors	Economic vitality	Business growth and investment	Economic Vitality	A vibrant and sustainable local economy				
Pledge 16	Examine ways to source new funding to support small businesses	Economic vitality	Business growth and investment						
Pledge 17	Continue efforts to develop the City’s gap sites and encourage regeneration	Economic vitality	Business growth and investment	Economic Vitality	A vibrant and sustainable local economy	Excellent places	A built and natural environment to match our ambition		
Pledge 18	Complete the tram project in accordance with current plans	Excellent places	A built and natural environment to match our ambition	Excellent Places	An accessible, connected city				

Pledge No.	Pledge Description
Pledge 19	Keep Lothian Buses in public hands and encourage the improvement of routes and times
Pledge 20	Work with the Scottish Government to deliver a larger return of business rate receipts as part of the business rate incentivisation scheme
Pledge 21	Consult further on the viability and legality of a transient visitor levy
Pledge 22	Set up an independent forum to promote locally-owned retail businesses
Pledge 23	Identify unused Council premises to offer on short low-cost lets to small businesses, community groups and other interested parties
Pledge 24	Maintain and enhance support for our world-famous festivals and events
Pledge 25	Introduce a “living wage” (currently set at £7.20) for Council employees, encourage its adoption by Council subsidiaries and contractors and its wider development
Pledge 26	Establish a policy of no compulsory redundancies
Pledge 27	Seek to work in full partnership with Council staff and their representatives
Pledge 28	Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the City
Pledge 29	Ensure the Council continues to take on apprentices and steps up efforts to prepare young people for work
Pledge 30	Continue to maintain a sound financial position including long term financial planning
Pledge 31	Maintain our City’s reputation as the cultural capital of the world by continuing to support and invest in our cultural infrastructure
Pledge 32	Develop and strengthen local community links with the police
Pledge 33	Strengthen Neighbourhood Partnerships and further involve local people in decisions on how Council resources are used
Pledge 34	Work with police on an anti-social behaviour unit to target persistent offenders
Pledge 35	Continue to develop the diversity of services provided by our libraries
Pledge 36	Develop improved partnership working across the capital and with the voluntary sector to build on the “Total Craigroyston” model
Pledge 37	Examine ways to bring the Council, care home staff and users together into co-operatives to provide the means to make life better for care home users and care providers
Pledge 38	Promote direct payments in health and social care
Pledge 39	Establish a care champion to represent carers
Pledge 40	Work with Edinburgh World Heritage Trust and other stakeholders to conserve the City’s built heritage
Pledge 41	Take firm action to resolve issues surrounding the Council’s property services
Pledge 42	Continue to support and invest in our sporting infrastructure

Business Plan Priority 1	Business Plan Priority Area 1	Business Plan Priority 2	Business Plan Priority Area 2	Business Plan Priority 3	Business Plan Priority Area 3
Excellent places	An accessible, connected city				
Economic vitality	Business growth and investment	Economic Vitality	A vibrant and sustainable local economy		
Economic vitality	A creative, cultural capital	Economic Vitality	A vibrant and sustainable local economy	Economic vitality	Business growth and investment
Economic vitality	A vibrant and sustainable local economy	Economic Vitality	Business growth and investment		
Economic vitality	A vibrant and sustainable local economy	Economic Vitality	Business growth and investment	Quality of life	Safer and stronger communities
Economic vitality	A creative, cultural capital	Excellent Places	An attractive city	Economic vitality	A vibrant and sustainable local economy
Economic Vitality	A vibrant and sustainable local economy	Lean and Agile	High Performing Workforce	Lean and Agile	Integrated Council
Lean and Agile	High Performing Workforce				
Lean and Agile	High Performing Workforce	Lean and Agile	Integrated Council		
Economic vitality	Business growth and investment	Economic Vitality	A vibrant and sustainable local economy		
Economic Vitality	Access to work and learning	Quality of Life	Children and young people fulfil their potential	Lean and Agile	High performing Workforce
Lean and Agile	Value for money				
Economic vitality	A creative, cultural capital	Excellent Places	An attractive city		
Quality of Life	Safer and stronger communities	Lean and Agile	Integrated Council	Lean and Agile	Empowered Communities
Quality of Life	Safer and stronger communities	Lean and Agile	Integrated Council	Lean and Agile	Empowered Communities
Quality of Life	Safer and stronger communities	Lean and Agile	Integrated Council	Lean and Agile	Empowered Communities
Quality of Life	Safer and stronger communities	Economic Vitality	Access to work and learning	Lean and Agile	Empowered Communities
Quality of Life	Safer and stronger communities	Lean and Agile	Empowered communities	Lean and Agile	Empowered Communities
Quality of Life	A caring, healthier Edinburgh	Lean and Agile	Integrated Council		
Quality of Life	A caring, healthier Edinburgh	Lean and Agile	Value for money	Lean and Agile	Empowered communities
Quality of Life	A caring, healthier Edinburgh				
Excellent places	A built and natural environment to match our ambition				
Lean and Agile	Value for money	Lean and Agile	Focused on customers		
Quality of Life	Opportunities for participation in sport and lifelong learning	Lean and Agile	Value for money		

Pledge No.	Pledge Description
Pledge 43	Invest in healthy living and fitness advice for those in most need
Pledge 44	Prioritise keeping our streets clean and attractive
Pledge 45	Spend 5% of the transport budget on provision for cyclists
Pledge 46	Consult with a view to extending the current 20mph traffic zones
Pledge 47	Set up a city-wide Transport Forum of experts and citizens to consider our modern transport needs
Pledge 48	Use Green Flag and other strategies to preserve our green spaces
Pledge 49	Continue to increase recycling levels across the City and reducing the proportion of waste going to landfill
Pledge 50	Meet greenhouse gas targets, including the national target of 42% by 2020
Pledge 51	Investigate the possible introduction of low emission zones
Pledge 52	Oppose industrial biomass incineration in Edinburgh
Pledge 53	Encourage the development of Community Energy Co-operatives






Business Plan Priority 1	Business Plan Priority Area 1	Business Plan Priority 2	Business Plan Priority Area 2	Business Plan Priority 3	Business Plan Priority Area 3
Quality of Life	Opportunities for participation in sport and lifelong learning	Quality of life	A caring, healthier Edinburgh		
Excellent places	An attractive city	Quality of life	A built and natural environment to match our ambition		
Excellent places	An accessible, connected city	Quality of life	A caring, healthier Edinburgh	Lean and Agile	Value for money
Excellent places	An accessible, connected city	Excellent Places	A built and natural environment to match our ambition	Quality of life	Safer and stronger communities
Excellent places	An accessible, connected city	Excellent Places	A built and natural environment to match our ambition	Lean and Agile	A sustainable Capital city
Excellent places	A built and natural environment to match our ambition	Excellent Places	An attractive city	Lean and Agile	A sustainable Capital city
Excellent places	An attractive city	Lean and Agile	A sustainable Capital City		
Lean and Agile	A sustainable Capital city	Excellent Places	An attractive city	Quality of life	A caring, healthier Edinburgh
Lean and Agile	A sustainable Capital city				
Lean and Agile	A sustainable Capital city				
Lean and Agile	A sustainable Capital city	Lean and Agile	Empowered communities	Economic vitality	A vibrant and sustainable local economy

Complaints Management

Complaints Analysis

Annual Report, 2015/16

Key

-  PI is below target and tolerances.
-  PI is below target but within tolerances.
-  On target.
-  This PI cannot be calculated.
-  Data-only PI, no target set.

Annual Report 2015/16 Summary

Introduction

The Council publishes its performance of complaints handling on a quarterly and annual basis to provide assurance, highlight the causes of common complaints and actions, to deliver continuous improvement and to assist in benchmarking between local authorities.

Reporting of complaints is a statutory requirement and is monitored by Audit Scotland in conjunction with the Scottish Public Services Ombudsman (SPSO) and in line with Best Value.

The data in this report outlines the Council's complaints management performance for the year 2015/16 and will be published on the Council's website once agreed by the Corporate Policy and Strategy Committee in June.

It should be noted that due to the systems used for this report, data continues to be reported under the previous Council structure.

Transforming complaints – key milestones 2015/16

The Council Complaints Management Group, led by Strategy & Insight, meets on a regular basis ensuring service leads work together to implement best practice and policy. This year the group has driven forward many improvements to complaints management Council-wide, including:

- **Staff and customer communications** – through managers' briefings and customer-focused information on the Orb and external website.
- **Staff training material** – the e-learning training module has been updated to incorporate the Managing Customer Contact in a Fair and Positive Way policy (to date 2049 staff have successfully passed the training module). The Investigation stage training and advice has been reviewed and updated in line with SPSO guidance. Cyber bullying guidance has been developed to advise staff on how to deal with customer abuse online.
- **Quarterly analysis** of complaints reported and discussed by the Corporate Leadership Team (CLT) – provides a focus on common complaints and service improvements.
- **Managing Customer Contact in a Fair and Positive Way** – an annual review of this policy was presented to Corporate Policy & Strategy Committee in September. The report provided committee with a progress update on the implementation and use of the Council's policy.
- **Improved liaison** and partnership working with the SPSO. This has included visits to and from the SPSO thus gaining a better understanding and knowledge of how each agency operates and the opportunity to share good practice.
- **Quality assurance** – all responses to the SPSO are quality checked by Strategy & Insight before submission. This has improved the quality and accuracy of responses. All recommendations received from the SPSO are recorded and monitored by Strategy & Insight.
- **Scottish Complaints Handlers Network** – attended by Strategy & Insight, this is a quarterly meeting of all Scottish Local Authorities and the SPSO to benchmark complaints management and share best practice.

The year ahead – opportunities and challenges

- **New CRM** - the Council Complaints Management Group are working with the CRM Project team to progress the transition from recording complaints on Capture (and other systems) to the new CRM. Two workshops have already taken place to discuss service requirements for complaints handling and performance reporting.
- **Recording and monitoring complaints** - the implementation of the new CRM for complaints management will provide a more consistent approach to managing and reporting on complaints across the Council.
- **Quality assurance and consistency** – the Council Complaints Management Group (CCMG) are to begin a pilot in May whereby investigation stage complaints will be retrospectively quality checked to ensure all services are following the Council's complaints procedure correctly. Response letters will be checked to ensure the complaint has been fully addressed and the language is customer focused. The CCMG will provide the appropriate Senior Managers with feedback, identifying any training requirements as well as sharing areas of good practice and making recommendations for updating procedures and guidance.
- **Working together** – services across the Council will continue to work together to ensure continuous improvement and that lessons are learnt from complaints. Strategy & Insight will continue to build strong relationships with the SPSO as well as other local authorities through the Scottish Complaints Handler Network.

Indicator 1: Complaints received per 1,000 population

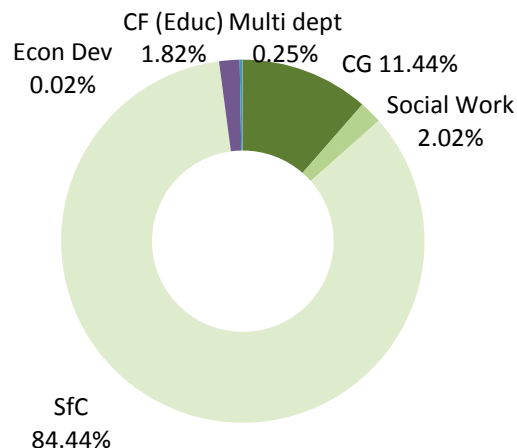
Outline

The Council's definition of a complaint is an expression of dissatisfaction by one or more members of the public about the local authority's action or lack of action, or about the standard of service provided by or on behalf of the local authority. This indicator records the total number of complaints received by the Council.

Indicator 1 Complaints received

Quarter	Total complaints received	Per 1,000 population
Total for year	20371	41
Q4 2015-16 (Jan-Mar)	7757	15.74
Q3 2015-16 (Oct-Dec)	4117	8.36
Q2 2015-16 (Jul-Sept)	4377	8.9
Q1 2015-16 (Apr-Jun)	4120	8.5

Breakdown of complaints by service area



Indicator Status



No SPSO target available

Analysis and action

20,371 complaints were received in 2015/16 compared to 15,530 in the previous year.

Over the year, this equates to 41 complaints per 1,000 of the population of Edinburgh.

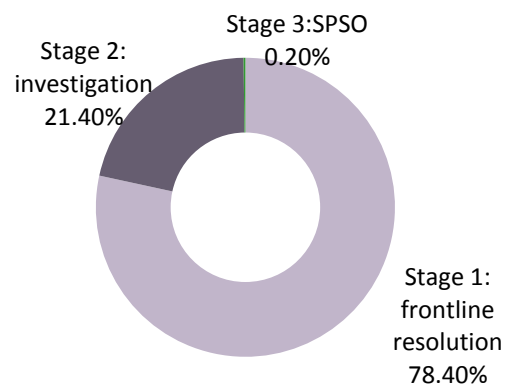
The increase in the total number of complaints received in Quarter 4 is due to an increase in the number of complaints regarding missed collections of waste and recycling bins in the months of January and February 2016.

Indicator 2: Closed complaints

Outline

A complaint is closed when a response has been given to the customer and no further action is required. Stage 1 is a frontline resolution, where a quick, informed response is possible within five working days. For more complex complaints which require extra time to establish the relevant facts before resolution, or where a customer remains dissatisfied after the response at Stage 1, a Stage 2 investigation is appropriate and should be completed within 20 working days. If a customer is unhappy with the resolution provided, they can take their complaint to the Scottish Public Services Ombudsman - SPSO (Stage 3).

Indicator 2 Closed complaints



Indicator Status



There is no SPSO target for this but an appropriate internal target would be to close 75% at Stage 1, 24.5% at Stage 2 and 0.5% at Stage 3.

Analysis and action

A total of 20,097 complaints were closed off for the year.

78.4% of complaints were resolved at the frontline.

21.4% of complaints were resolved at the investigation stage.

The majority of stage 1 and stage 2 complaints relate to Waste and the majority of SPSO complaints relate to Property Conservation.

Quarter	Stage 1: Frontline resolution	Stage 2: Investigation	Stage 3: Ombudsman (SPSO)
Total for year	15757/20097 (78.4%)	4308/20097 (21.4%)	32/20097 (0.2%)
Q4 2015-16 (Jan-Mar)	6391/7501 (85.2%)	1102/7501 (14.69%)	8/7501 (0.11%)
Q3 2015-16 (Oct-Dec)	4542/5712 (79.52%)	1160/5712 (20.31%)	10/5712 (0.18%)
Q2 2015-16 (Jul-Sep)	2429/3676 (66.08%)	1241/3676 (33.76%)	6/3676 (0.16%)
Q1 2015-16 (Apr-Jun)	2395/3208 (74.65%)	805/3208 (25.10%)	8/3208 (0.25%)

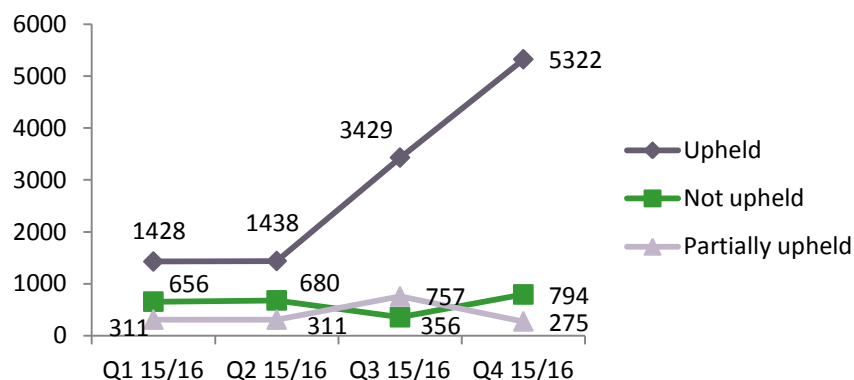
Indicator 3: Complaints upheld, partially upheld and not upheld

Outline

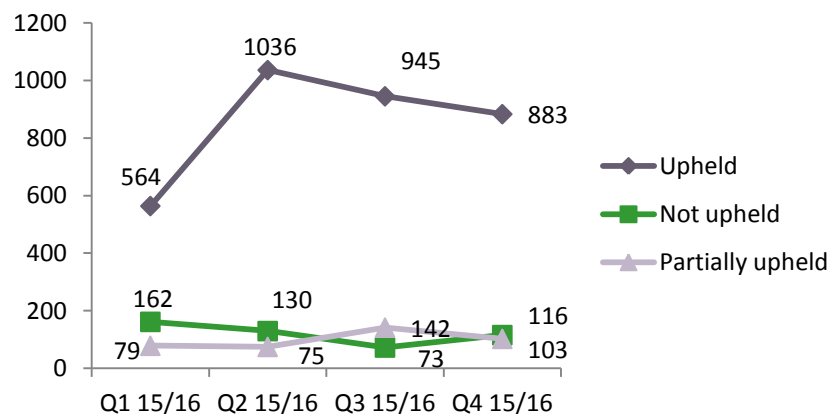
This indicator measures the outcome (upheld, partially upheld or not upheld) recorded for each complaint.

Indicator 3 Complaint outcomes

Stage 1: Frontline resolutions



Stage 2: Investigation



Indicator Status



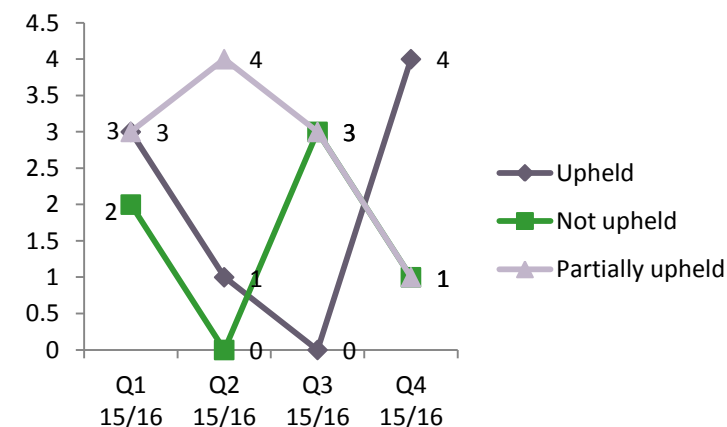
No SPSO target available

Analysis and actions

The number of Stage 1 complaints upheld has significantly increased during Jan-Mar 2016. This is reflective of an overall increase in the total number of complaints upheld regarding missed collections of refuse bins but is also reflective of the fact that Waste Services has implemented a new recording system for complaints called Confirm, which better captures customer complaints.

A very small number of complaints are reaching the SPSO. Over the last 12 months, 19 complaints have been upheld/partially upheld and 7 complaints have not been upheld.

Stage 3: SPSO (Ombudsman)



Indicator 4: Average times

Outline

This indicator measures the average time in working days to close complaints in each quarter.

Indicator 4 Average times to close complaints

Quarter	Stage 1: Frontline resolution	Stage 2: Investigation	Stage 3: Ombudsman
Total for year	9.9 days	21.7 days	16.1 days
Q4 2015-16 (Jan-Mar)	6.9 days	10.8 days	20 days
Q3 2015-16 (Oct-Dec)	15.7 days	29.9 days	15.5 days
Q2 2015-16 (Jul-Sep)	10.5 days	25 days	16.5 days
Q1 2015-16 (Apr-Jun)	6 days	19.5 days	12.5 days

2015/16	Stage 1: Frontline resolution	Stage 2: Investigation	Stage 3: Ombudsman
Social Work	1.8 days	25.8 days	N/A
Education	4.4 days	20.6 days	N/A
Corporate Governance	8.6 days	17.7 days	20 days
Economic Development	7.3 days	16 days	N/A
Services for Communities	10.4 days	21.9 days	20 days
Multi Directorate	16.2 days	15 days	20 days

Indicator Status



The SPSO states that Stage 1 complaints should be resolved within 5 working days, Stage 2 within 20 working days and Stage 3 within 20 working days.

Analysis and action

The average number of days taken to close complaints over the year as a whole for stages 1 and 2 were outwith the target of 5 days for stage 1 and 20 days for stage 2. This was due to the closure of historic waste-related complaints on Capture in Q3. Figures returned to an acceptable level in Q4.

Indicator 5: Performance against timescales

Outline

This is the number and percentage of complaints at each stage which were closed in full within the set timescales of 5 working days (Stage 1), 20 working days (Stage 2) and 20 working days (Ombudsman).

Indicator Status



The Council aims to maintain a target of at least 85% of complaints closed within recommended timescales.

Indicator 5 Performance against timescales (target 85%)

Quarter	Stage 1: Frontline resolution	Stage 2: Investigation	Stage 3: Ombudsman
Total for year	68% (10710/15757)	74% (3191/4308)	81% (26/32)
Q4 2015-16 (Jan-Mar)	58.7% (3752/6391)	88.2% (972/1102)	88% (7/8)
Q3 2015-16 (Oct-Dec)	65% (2935/4542)	60% (694/1160)	100% (10/10)
Q2 2015-16 (Jul-Sep)	80% (1940/2429)	65% (812/1241)	67% (4/6)
Q1 2015-16 (Apr-Jun)	87% (2083/2395)	89% (713/805)	63% (5/8)

Analysis and action

Performance against timescales for Stage 1 and 2 for the year was below target due to the high volume of historic waste related complaints closed off on Capture in Q3.

2015/16	Stage 1: Frontline resolution	Stage 2: Investigation	Stage 3: Ombudsman
Social Work	93% (196/212)	66% (112/171)	N/A
Education	75% (238/325)	63% (29/46)	N/A
Corporate Governance	88% (1572/1782)	78% (241/309)	95% (19/20)
Economic Development	67% (2/3)	100% (1/1)	N/A
Services for Communities	65% (8676/13394)	74% (2807/3779)	100% (9/9)
Multi Directorate	59% (24/41)	50% (1/2)	100% (3/3)

Indicator 6: Number of cases where an extension is authorised

Outline

An extension to the timescales is authorised by the appropriate manager in exceptional circumstances and in agreement with the customer. This indicator measures the number and percentage of complaints at each stage where an extension to the 5 or 20 working day timeline has been authorised.

Indicator 6 Number of cases where an extension is authorised

Quarter	Stage 1 Frontline resolution 5 working days	Stage 2 Investigation 20 working days
Total for year	200/15757 (1.3%)	142/4308 (3.3%)
Q4 2015-16 (Jan-Mar)	72/6391 (1.1%)	39/1102 (3.5%)
Q3 2015-16 (Oct-Dec)	37/4542 (0.8%)	41/1160 (3.5%)
Q2 2015-16 (Jul-Sep)	51/2429 (2%)	21/1241 (2%)
Q1 2015-16 (Apr-Jun)	40/2395 (2%)	41/805 (5%)

Indicator Status

While there is no SPSO target, it would be reasonable to set an internal target of extensions authorised in 6% or fewer cases.

Analysis and action

There continues to be only a small number of extensions applied to complaints at Stages 1 and 2.

Indicator 7: Customer satisfaction

Outline

This indicator provides information on the levels of customer satisfaction with the complaints handling services provided.

Indicator 7 SfC complaints customer satisfaction survey results

	% of customers fairly or very satisfied			
	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15-16
Being able to deal directly with someone who could help you	43%	48.6%	54%	49%
Someone took responsibility for your complaint	45%	52.1%	51%	48%
Being given information that was easy to understand	53%	49.3%	60%	52%
Being given all the information you needed	48%	47.9%	51%	47%
Being kept up to date with progress	35%	40.8%	48%	42%
How well the staff did their jobs	44%	47.9%	50%	47%
Being treated fairly	50%	49.3%	54%	48%
The time taken to deal with your complaint from start to finish	40%	42.1%	50%	39%
The final outcome	45%	42.8%	52%	45%

* Based on 137 respondents (telephone)

Indicator Status



No SPSO target available

Analysis and action

137 customers were surveyed in Q4. The results show that there has been a drop in customer satisfaction, with those agreeing that they were satisfied with the final outcome falling from 52% in Q3, to 45% in Q4.

For those customers that were dissatisfied with how their complaint was handled, there were 3 key reasons behind this:

- They were not kept up to date with progress or informed of the outcome.
- They had difficulty getting Council staff to take responsibility for the problem.
- They experienced poor communication between staff members.
- Despite this, there remained 45% of customers who were satisfied with the final outcome of their complaint.

All customer feedback and any follow on complaints provided during the survey will be passed to the managers responsible for service delivery.

Indicator 7 Customer Services complaints customer satisfaction survey results

	% of customers fairly or very satisfied			
	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16
Being able to deal directly with someone who could help you	32%	50%	25%	29%
Someone took responsibility for your complaint	32%	50%	40%	25%
Being given information that was easy to understand	37%	50%	28%	33%
Being given all the information you needed	37%	33%	30%	25%
Being kept up to date with progress	21%	33%	20%	21%
How well the staff did their jobs	26%	50%	35%	17%
Being treated fairly	32%	33%	33%	17%
The time taken to deal with your complaint from start to finish	26%	17%	30%	33%
The final outcome	37%	25%	40%	21%

* Based on 24 respondents (email)

Analysis and action

146 surveys were emailed to customers who had contacted Customer Services regarding Council Tax, Non Domestic Rates and Benefits.

24 surveys were completed by customers (16% response rate).

- 83% (20) related to Council Tax
- 13% (3) related to Benefits
- 4% (1) related to Non Domestic Rates

Actions:

- Automated phone system – Contact Centre Manager to review the recorded message. The system capability and performance is under regular review.

Actions and improvements made as a result of customer feedback is communicated back to customers.

Indicator 8: Learning from complaints

Outline

We have a clear commitment to listen to our customers and act on their feedback. Learning from complaints is a continuous process that helps us to resolve common complaints and improve the services we provide. This section provides some examples of ways in which complaints have resulted in changes to the way we work over the past year.

Indicator Status



Not applicable

Indicator 8

Council wide – Council Complaints Management Group (CCMG)

- **Complaints e-learning module** – Managers should continue to ensure the relevant staff complete this module which is now part of the mandatory training.
To date, 2049 members of staff have passed the module:

○ Children and Families	909
○ Corporate Governance	305
○ Economic Development	12
○ Health and Social Care	242
○ SfC	578
○ Elected Members	1
○ Edinburgh Leisure	2
- **Investigation stage training and guidance material** - has been updated in line with the Ombudsman's (SPSO) material and this has been communicated to all staff, ensuring a consistent approach to handling investigation stage complaints across the Council.
- **Scottish Complaints Handlers Network** – attended by Strategy & Insight. Quarterly meetings to discuss complaints management such as learning from complaints, sharing best practice and SPSO updates.
- **Briefings and communications** – to staff by CCMG reps when required or requested, for example, raising awareness of the Managing Customer Contact in a Fair and Positive Way policy – helping staff de-escalate issues before they become more serious.

Corporate Governance

- **Implemented changes to Council Tax bills** and reminder notices to include reference to Sheriff Officer's additional fees and charges.
- **Changes to Contact Centre phone system** to include how to input Council Tax reference number underway.
- **Testing SPSO "Complaint Investigation Plan"** as part of the Customer Services automated complaints procedure.

Social Work (Health and Social Care / Children and Families)

- **Residential Unit (Elderly) – Breakdown in communication:** work will be undertaken to improve relationships and communication across hospital based staff, including nursing and social work, in order to improve the transfer of information.
- **Residential Unit (Elderly) – Breakdown in communication:** admission procedures reviewed to improve communication.
- **Practice Team: Sector Based (North East) – no information provided regarding charge for service:** sector team staff will be reminded to inform service users/representatives of the charge for service prior to service commencing.
- **Health and Social Care – Lack of communication to the public about the reduction in the maximum number of days regarding respite entitlement:** Health and Social Care and Communications team to agree how changes in award should be communicated with the public in the future.

Services for Communities

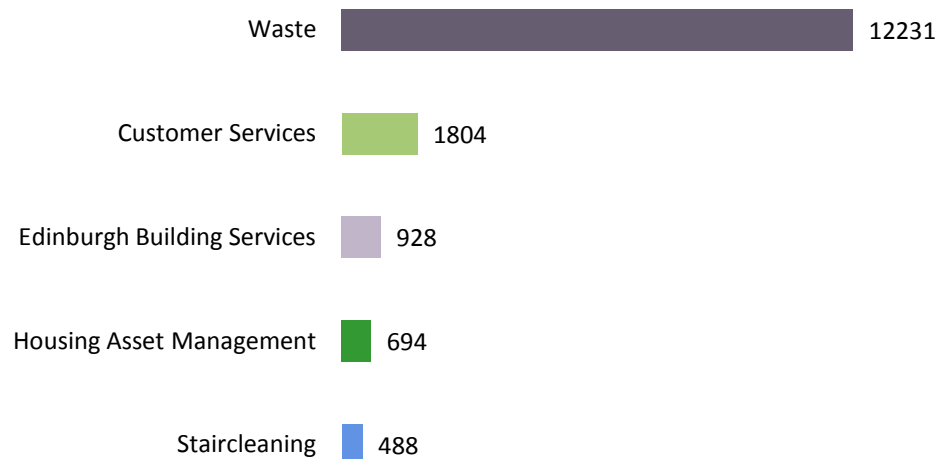
- **Missed bin collections (all types of bin)** - As of 1 February, the following actions have been put in place to reduce complaint levels across all collection services and provide improved and consistent service standards. Refuse staff are now working in one area undertaking green bin recycling collections, the same crews servicing the grey general waste bins the following week in the same area, on the same streets. This allows crews to improve their knowledge of the area and the consistency of staffing allows a better insight to the needs of the customer in that area to be gained. All staff have been given tool box talks regarding the use of handheld Confirm devices and the importance of the delivery of the collection service. Supervisors have also been briefed regarding the performance of the service and early indicators for service failures. Supervisors are now working in a single area allowing them to build up a more in-depth understanding of the area and customers' needs. They also now retain the same crews, which will assist them in effectively managing the performance of individual staff.
- **Non-delivery of a waste bin (all types)** - The service continues to experience increased demand from households for food waste caddies and, where eligible, larger 240L grey landfill bins. Requests for replacement bins are now managed within Confirm. The new system provides crews with better visibility of the workbank of replacement bins and assists them to focus resources to bring down delivery times.

Top sources of complaints about Council services

Outline

Below are the top five areas of complaints about Council services for the period 2015/16.

Top five sources of complaints about Council services



Indicator Status



Not applicable

Analysis and action

61% (12231/20097) of all complaints closed off in 2015/16 related to waste. All collection services recorded a reduction in complaints in March, with the exception of the garden waste service, where there was an increase of 405 complaints from the previous month. Staff utilisation within the service due to the ongoing Organisational Review has been assessed, and a decision made to focus experienced, longer term staff, on recycling and general waste routes. As a result, the garden service, in this transitional period, currently has a higher percentage of agency and less experienced operators.

Please refer to Indicator 8 "Learning from Complaints" for further information regarding service improvements put in place for Waste.

SPSO complaints received comparison with whole sector

Outline

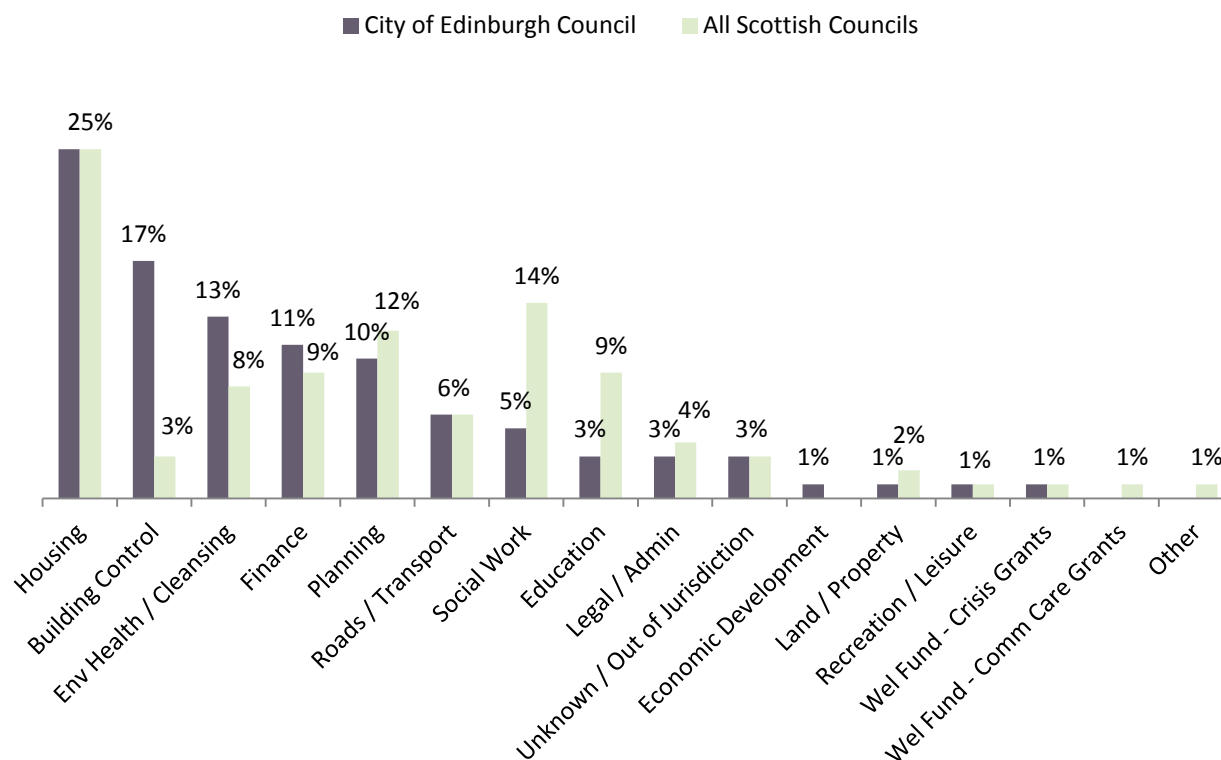
This section shows complaints to the SPSO by subject in 2014/15, comparing the City of Edinburgh Council with performance across all Scottish councils.

Indicator Status



Not applicable

SPSO complaints by subject, compared to Scottish council average



Analysis

Figures are taken from the Ombudsman's 2014/15 local government complaints report.

The SPSO received 1859 complaints about Scottish councils, of which 259 (14%) related to the City of Edinburgh Council.

It should be noted that out of the 259 complaints received:

- 90 complaints were premature (i.e. the customer had not gone through our 2 stage process before contacting the SPSO)
- 73 complaints were not duly made or withdrawn
- 24 complaints were out of jurisdiction
- 21 complaints had outcomes which were not achievable
- 8 complaints were resolved
- 9 complaints were upheld
- 6 complaints were partially upheld
- 21 complaints were not upheld

Management of complaints escalated to the SPSO (Ombudsman)

The Review Officer in Strategy & Insight provides the Council with a single point of contact for all SPSO complaints. This ensures a consistent approach to SPSO complaints handling in that they are recorded accurately; responses are quality checked before submission; and recommendations arising from the SPSO as a result of complaints are monitored. It also means that more detailed analysis of complaints escalated to the SPSO can be conducted.

37 complaints from the SPSO were received by the Council during 2015/16:

Service Area	No of SPSO Complaints April 15 – March 16
Corporate Governance – Property Conservation	18
SfC – Edinburgh Building Services	3
Corporate Governance – Income & Benefits	3
SfC – Planning & Building Standards	3
SfC – City Centre/Leith Neighbourhood	3
Corporate Governance – Committee Services	1
Corporate Governance – Culture and Sport	1
SfC – South Neighbourhood	1
SfC – Waste	1
SfC – Housing Asset Management	1
SfC – Property Care	1
Corporate Governance – Shared Repairs Service	1

Property Conservation accounts for approximately 50% of all complaints escalated to the SPSO.

32 complaints were closed off during 2015/16, of which 19 were upheld or partially upheld. The Council received the following recommendations from the SPSO during this period:

Property Conservation

- Provide an apology to the customer for the tone of the response letter.
- Provide an apology to the customer for the stress and inconvenience caused due to the delay in completion of works.
- Provide an apology to the customer for the failure to communicate about the status of the statutory notice.

- Provide an apology for the failure of both Property Conservation and the contract administrator to provide clarity about their respective roles and the suspension of the projects.
- Amend the customer's outstanding bill in order that they are only charged for the cost of repairing 12 defective stair treads rather than resurfacing the whole stairwell.
- Provide an apology for the failure to adequately deal with the customer's concerns that additional work had been carried out that exceeded the terms of the statutory notice.
- Provide an apology for failing to clearly explain the costs associated with the statutory notice works and that the Council waives 50% of the customer's administrative fees.
- Review procedures in terms of issuing statutory notices to ensure that they follow the correct procedures when appointing contractors for works and that they retain full and appropriate evidence of this process on file in order to demonstrate compliance with their procurement process and standing orders.
- Provide an apology for the failure to provide a clear, itemised explanation of the costs for work carried out at the property.
- The Council takes steps to ensure they have mechanisms in place to accurately itemise and communicate project costs in line with the Guidance.
- The Council reinstates their offer to deduct the administration fee and provide the customer with a revised cut-off date for acceptance.
- The Council offers to meet with the customer to clarify any outstanding points before the cut-off date for accepting their full and final offer.

Edinburgh Building Services (EBS)

- Review current record keeping process with a view to ensuring that accurate records are maintained when arranging and completing repair work in line with their repair timescales.
- Review guidance to consider incorporating the timescales for repair work.
- Offer the maximum compensation of £100 under the Right to Repair scheme.
- Remind relevant staff of the Council's responsibilities under the Right to Repair scheme.
- Provide an apology to the customer for the poor communication throughout the repairs project.
- Consider how EBS may better research the likely cost of repairs when issuing the initial estimates.
- Pay the customer the sum of £250 in acknowledgement of the time and trouble they had to go to to obtain clarification of the works being carried out and their associated costs.

Planning and Building Services

- Provide the Ombudsman with details of the action taken to improve their mechanisms for logging and responding to correspondence coming into the Planning Enforcement service.
- Conduct a review of the handling of this case with specific regard to the Adviser's comments and consider what action may still be open to them to ensure the purpose of the condition of consent is achieved.
- Provide an apology for the poorly worded condition and the impact that this has had on the customer's amenity.
- Consider the Adviser's comments on the need for an accurate survey plan showing the relationship to adjacent developments and ground levels and report back to the Ombudsman on any action proposed with regard to future planning applications.
- Consider whether it would be appropriate in this case to pursue a section 71 discontinuance or alteration order.
- Provide an apology to the customer for the additional failings identified by this investigation.

Committee Services

- Provide an apology to the customer for the unreasonable delay and for failing to provide full and appropriate reasons for the decision not to uphold the customer's complaint.
- Provide the customer with a more detailed explanation of how the CRC (Council Review Committee) arrived at their decision not to uphold the customer's complaint.
- Review the handling of the customer's complaint with a view to identifying learning points and ensuring future compliance with their statutory obligations.

Waste

- Review the process followed, in light of the circumstances of this case, when identifying and acknowledging complaints to ensure that in future, complaints such as these are passed to the appropriate service for response in line with the complaints procedure.

Culture and Sport

- Provide the customer with an apology regarding the failure to contact the customer as agreed during the investigation of their complaint, and for the delay in acknowledging their complaint.

All recommendations received from the SPSO are recorded and monitored by Strategy & Insight to ensure recommendations are implemented.