

10am, Thursday 24 August 2017

City of Edinburgh Council: Performance Overview 2016/17

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Executive Summary

This report provides a strategic overview of performance for the City of Edinburgh Council for the year 2016/17 drawing from performance data, insight and analysis.

City of Edinburgh Council Performance Overview 2016/17

Recommendations

- 1.1 The Council is asked to note:
 - 1.1.1 This Council's annual performance report for the 2016/17 financial year.
 - 1.1.2 The new Council Business Plan 2017-22, is considered elsewhere on today's Full Council agenda, and note the intention to develop a new performance framework to support its delivery later this year.

Background

- 2.1 The Council Business Plan for 2016-20 forms the central part of the Council's strategic planning and performance framework. It summarises the strategic direction and priorities for all Council services, including transformation programmes, partnership working, and delivery of services in localities into one plan. The Council Business Plan has been revised following the election and is elsewhere on today's Full Council agenda for approval.
- 2.2 This report provides a summary of strategic performance in 2016/17 drawing on performance data, insight and analysis.

Main report

Council Performance Approach

- 3.1 At present, the Council's approach to performance management includes regular monitoring of progress against outcomes, actions and targets set out in the Council Business Plan, the Edinburgh Partnership Community Plan and Service Development Plans.
- 3.2 This includes:
 - Monthly monitoring and challenge of performance at the Council Leadership Team (CLT) and senior service management teams against key indicators and targets;
 - Development and implementation of service improvement initiatives via the Council's overarching Change Board;

- Six monthly reporting of performance to elected members through the Council and Executive Committees;
 - Six monthly reporting to the Edinburgh Partnership Board on progress against community plan outcomes and commitments.
- 3.3 The Council's main benchmarking overview is done through the Local Government Benchmarking Framework (LGBF). This Framework allows Scottish Local Authorities to compare their own performance across a suite of efficiency (unit cost) and outcomes indicators, covering all areas of local government activity. Further benchmarking is undertaken by specific service areas, such as roads and waste services through the Association for Public Sector Excellence (APSE) reports; housing services through the Scotland's Housing Network reports and HouseMark reports; and comparison of delayed discharge figures from NHS Information Service Division (ISD) analysis.
- 3.4 There is a clear link between the key performance indicators overseen by CLT monthly and the annual benchmarking monitoring undertaken through LGBF analysis and other reports.
- 3.5 Across the suite of Council performance reporting, there are areas where good progress has been made, along with a range of challenges and opportunities to continue to make improvements in the coming year. Educational attainment (particularly for those in the 20% most deprived areas of Edinburgh), supporting unemployed people into work and learning, emergency repairs of street lighting all show improvement over the last year. Delayed discharge, household planning applications and emergency road defects repairs are areas which continue to be challenging.
- 3.6 Likewise, the latest LGBF analysis for 15/16 shows a mixture of areas of good progress, some areas of slow but consistent improvement and some areas where performance declines.
- 3.7 The following sections of the report provide headline performance information across the business plan strategic themes. Further and more detailed information is provided in Appendices 1 and 2 of this report.

Improve Quality of Life

- 3.8 Good progress has been made, through the Looked After Children (LAC) transformation programme, with a focus on the Balance of care (where children are supported to remain in the community with their families), to improve quality for life for children within Edinburgh. The aim of reducing the rate of annual growth has been achieved and in addition to this the number of LAC has been decreasing since September 2016, with the rate per 1,000 of the population at its lowest level since 2008.

- 3.9 The council continues to work pro-actively with a range of partners to ensure that all young people have a positive destination when leaving school. The percentage of all senior phase mainstream school leavers achieving a positive destination improved from 87.4% in 2011 to 92.3% in March 2017. Latest LGBF benchmarking data shows Edinburgh ranked 16th out of 32 local authorities and is on an improving trend.
- 3.10 Progress across many attainment measures shows steady improvement over the last 3-4 years with some measures showing improvement greater than the national average. For example, the percentage of pupils from deprived areas gaining 5+ Awards at Level 5 (SIMD) is up from 25% in 2011/12 to 38% in 2015/16. This corresponds to Edinburgh's rank moving up from 25th in 2011/12 to 13th in 2015/16.
- 3.11 Parents' satisfaction with schools is captured at both a national and local level. Satisfaction with schools showed a drop from 72.7% in 2014/15 to 65.3% in 2015/16, which the lowest rating in Scotland, according to the Scottish Household Survey. However, Parents' reported satisfaction with schools (from the council-run parents and carers biennial survey) continues to be high at 87% but also shows a reduction from 94% in 2009/10. Further analysis of the local survey responses has supported a package of pro-active service development planning underway in Communities and Families with effective engagement and targeted measures in place.
- 3.12 Reducing the number of people in hospital ready to be discharged, that are waiting for appropriate social care supports to be put in place, continues to be challenging for the Council and for all authorities across the UK. Since the change of the national definition for delayed discharge (from waiting longer than 2 weeks to waiting longer than 3 days) in July 2016, there has consistently been more than 150 patients waiting for longer than three days. From the regular ISD publication: 'Delayed Discharges in NHSScotland', Edinburgh had both the highest number of people delayed in hospital waiting for discharge on the census date in March 2017 and the highest rate per 1,000 population (75+ population at 4.97). In response, the service area set up a Board to drive improvements and oversee work to address these key challenges. This Board is accountable directly to the Edinburgh Integration Joint Board (IJB). Progress in this area was reviewed in May 2017 and there is a downward trend in numbers waiting for discharge providing an early indication that the holistic new approach is having a positive impact.
- 3.13 Progress is also evident in adult social care initiatives to shift the balance of care, where people are supported to live independently in the community rather than residential settings. In March 2017, 56.6% of people, receiving support with their personal care needs, are supported to do so in their own homes or within a community setting. From the LGBF 2015/16 analysis, Edinburgh ranks 16th out of the 32 Local Authorities for the percentage of people 65+ with intensive needs receiving care at home, and is above the Scottish average. The support for people at home from Council run services has also shown continued improvement over the last ten years and the latest gradings from inspections by the Care Inspectorate are

the highest that have ever been achieved. Responses from the local survey shows 92.5% of people using these services reports high levels of satisfaction with the service they receive.

- 3.14 However, satisfaction with Adult Social Care Services, reported through the Scottish Household Survey, has fallen from the previous year, with only 77.2% of adults receiving support who rate it as excellent or good and 81.6% of adults supported at home who agree that their supports had an impact in improving or maintaining their quality of life. This performance means that Edinburgh remains in the last quartile and below the Scottish average when ranked against the other local authorities.
- 3.15 The number of households being assessed as homeless has been reducing year on year as the Council has continued to put greater emphasis on prevention. However, the number of households entering temporary accommodation has increased. In 2012, the Council accommodated an average of 1,608 homeless households each evening. This figure has increased by 23% to 1,989 in 2016. This is due primarily to an acute shortage of affordable housing in the City and this is being considered as a key area within the future housing strategy. The Council and its housing association partners have agreed to commit direct investment of £2 billion to deliver 16,000 new affordable and low cost homes over the next 10 years.
- 3.16 Over the last 12 months, the average length of time a homelessness case is open to housing officers has been over target. A number of key improvement actions have been identified and completed such as the recruitment of new housing officers which reduces caseload pressures, training and development programmes for staff focusing on assessment and case management skills, and a review of all cases open for more than a year to establish a clear action plan for those individuals.
- 3.17 Many households in Edinburgh will face a reduction in their income as a result of ongoing welfare reforms. These reforms include a reduction in benefits for those under occupying their home, the transitional move to Universal Credit and a cap on the total amount of income households can receive from some benefits. The Council continues to provide financial support through Discretionary Housing Payments and the Scottish Welfare Fund, as well as providing advice and support to those households affected.

Ensure Economic Vitality

- 3.18 Since April 2012, the Council has supported the creation and safeguarding of 4,415 (net) jobs and supported 17,587 (net) people into work or learning in Edinburgh. It has also achieved £582.3 million (net) of physical investment. On two out of the three counts, the latest results are exceeding the expected targets. However, LGBF benchmarking shows a decrease in the proportion of unemployed people assisted into work by Council funded or managed employability programmes (10.6% in 15/16 and 11.48% in 14/15), ranking us 16th against other local authorities and below the Scottish average. This should be viewed in the context of Edinburgh's

low unemployment rate meaning those seeking support typically have more intensive needs that require longer interventions (e.g. “All in Edinburgh” service for those with a disability), that Councils are not the sole provider of employment services, and the proportion of residents that can be assisted will be limited by the particular spending priorities of different Councils.

- 3.19 The Creative Exchange, a high-quality incubation and creative business space, continues to attract new tenants and occupancy rates have been as high as 90%, with 45 companies based onsite employing 140 people.
- 3.20 Although Edinburgh has the lowest Department for Work and Pensions (DWP) claimant rate as a percentage of its population (9.2%) when compared to eight other comparable sized UK cities (14.7%), there remains variation across the city (from 2.8% to 11.5%).
- 3.21 Performance in major and householder planning applications continues to be below target. Major applications are rarely capable of being determined within the default 4 months target. The system allows for processing agreements to set out mutually agreed project plans. Despite strong encouragement for applicants to work this way, only 38% of major applications had processing agreements and only 30% of these met the target. The national review of planning is considering mandatory use of processing agreements. Householder applications performance was affected by a turnover of staff resource in mid 2016-17 which has been addressed and recent months have shown increased performance towards the 90% in 2 months target. Non-householder local planning applications cover a wide diversity of types of development and performance can be affected by the proportion of large yet not major development proposals. Although the target was met, performance was not consistent across the year.

Build Excellent Places

- 3.22 The Edinburgh People Survey, carried out in Autumn/Winter 2016, found satisfaction with waste collection was low and this perception is strongly associated with collection method. In response to these findings, a comprehensive action plan was agreed in November 2016 focusing on several key areas including missed and delayed bin collections. To date good progress is being made as the action plan is implemented and this area continues to be a focus for service improvement.
- 3.23 The amount of landfill waste continues to decrease, dropping by 4.1% compared to previous year. Moreover, landfill waste has dropped by 41% since 2006/07 as there is a continuing trend of residents recycling more. Recycling rates continue to improve and for 2016/17 the rate is 43%, up from 24.5% in 2006/07. The introduction of a new kerbside recycling service to 140,000 properties from 2014/15 resulted in increased recycling with Edinburgh achieving the highest rate against three Scottish city comparators (Aberdeen, Glasgow and Dundee).
- 3.24 Edinburgh’s street cleansing services have been recognised by the Accounts Commission as a service making savings without having a negative impact on quality and performance. The city continues to have good performance in this area

with around 90% of streets considered to be meeting expected cleansing levels. Edinburgh's ranking against other authorities for meeting cleanliness standards has also shown improvement from 32nd in 2011/12 to 26th in 2015/16 (LGBF benchmarking analysis). However, public satisfaction with street cleaning has decreased from 70% in 2014/15 to 66% in 2015/16 (Scottish Household Survey). This continues to be an area of focus and priority for greater service performance in future with a comprehensive action plan in delivery.

- 3.25 Edinburgh reports significantly higher number of emergency road defect repairs when compared with all other Scottish local authorities. In 2015/16 Aberdeen reported only 9 Category 1 defects and Dundee reported 34. Both cities achieved 100% defects repaired within target. Edinburgh, by contrast, reported 5,410 defects and achieved a performance of 36%. A targeted action plan has been developed to improve performance in this area with a report scheduled to provide an overview to elected members in August 2017.
- 3.26 Performance for Museum and Galleries attendance for the main venues has decreased by 10% compared with the previous year. This decrease is mainly due to venues being operated with reduced opening hours since October 2016. Culture Services are currently engaging with Marketing Edinburgh to improve the promotion of the venues and increase attendances. Satisfaction with museums and galleries remains among the highest in Scotland (dropping from 2nd in 2014/15 to 3rd in 2015/16) with costs per visit (£2.05 in 2015/16) rising but still among the lowest in Scotland and well below the Scottish average of £3.07.
- 3.27 In 2016 Edinburgh's parks were awarded a record 29 Green Flags from Keep Scotland Beautiful. The Scottish Household Survey shows sustained levels of satisfaction with parks and greenspace provision at 91.3% which is above the Scottish average (74%).
- 3.28 The rate for of recorded violent crimes and offences per 10,000 population and number of dwelling fires shows a positive reduction, as shown in the Edinburgh Partnership progress report. A decline in figures in respect of recorded crimes of violence (per 10,000 population) is being achieved through engagement with partners and intelligence led Policing. The Home Fire Safety Visit (HFSV) programme continues to be a success in reducing the number of accidental dwelling fires. 85% of Edinburgh People Survey participants reported that they felt safe in their neighbourhood after dark. This figure has increased significantly by 10% since 2008 and is above the national average of 79% for England and Wales (the Local Government Association Survey).

Deliver Lean and Agile Services

- 3.29 Both the Accounts Commission Best Value Audit Report and the Council's Annual Audit Report accounts recognise that the City of Edinburgh Council is ahead of other authorities in Scotland, being financially sustainable and having in place effective governance.

- 3.30 Analysis of the Council's outturn for 2016/17 shows that almost 90% of approved savings were delivered, contributing to a position whereby the Council maintained expenditure within budget for the tenth successive year.
- 3.31 The Budget Engagement exercise was carried out this year with over 4,000 people responding to the consultation, up 31% on the previous year. The results continue to inform service and financial planning outcomes.
- 3.32 Staff sickness absence in the public sector is widely regarded as being a significant cost to the councils. Sickness absence rates show an increase in absence recorded over the second half of 2016, following a period of decline recorded in late 2015. LGBF data shows Edinburgh has the 4th lowest rate in Scotland for teachers' sickness absence (4.8 working days in 2015/16). Other employees have an absence rate of 10.7 working days which is just above the national average of 10.6 working days. CLT have agreed a range of actions to support colleagues following a period of significant change and to strengthen both support and monitoring of this area.
- 3.33 Finally, the data for the cost per dwelling of collecting council tax is decreasing year on year from 2012/13, but remains high in comparison to other councils. Edinburgh has been ranked 29th compared to 30th the previous year. At the same time, the Council performs well on measures of efficiency, with council tax collection rates showing a slight improvement over the recent period. In 2015/16 the Council collected 96.1% of all council tax due, a rate above the Scottish average, and higher than any other city Council in Scotland. The Council now ranks 10th compared to 19th the previous year (LGBF benchmarking).

Service Improvement initiatives

- 3.34 During 2016/17 the Council completed a significant change programme to re-shape services for the future and achieve financial sustainability. During this time, performance continued to be monitored and action plans generated for areas of concern. A range of service improvement actions are currently underway.
- 3.35 In addition, a range of development work is being undertaken to provide a wide-reaching service improvement programme. This programme focuses on significantly improving outcomes and services across the council over the next year. The progress of these projects are being overseen by CLT with strengthened governance in place via a monthly Change Board.
- 3.36 Some of the service improvements underway are:
- A key focus for the Localities programme has been progressing consultation around the Locality Improvement Planning (LIPs). A two phase engagement process was planned and designed to maximise opportunities for stakeholders to participate in the locality improvement. Phase one focussing on locality wide engagement is complete. Phase two is designed to target geographical areas and individuals and communities experiencing the highest level of inequalities is underway.

- Implementation of action plans for Waste and Cleansing services and Roads has started. These plans aim to increase efficiency and improve quality and customer experience.
- A programme to shift the balance of care within the Looked After Children population enters the fifth and final year with many of the targets having been achieved or exceeded. In addition, a new strategy to decrease the need for children to become LAC is underway. Significant resources have been agreed by council for the purposes of early intervention.
- The IJB will embed the locality model across its services to ensure that citizens receive the right care in the right place at the right time and continue to focus on shifting the balance of care to community settings.
- Reviews of specific services on homelessness, advice and family and household teams aim to improve quality and customer experience are also underway.

Development of the Performance Framework

- 3.37 The Council's strategic planning framework is evolving this year with the priorities of new political leadership being reflected in the revised Council Business Plan for 2017/18. In addition, a new Community Plan, introduction of Locality Improvement Plans to meet the requirements of the Community Empowerment (Scotland) Act and a planned new Economy Strategy are all planned. A long term vision for the City is being developed through collaboration with City Leaders as part of the City Vision (Edinburgh 2050) project. This suite of plans will result in the Council being outcome focused with a range of strategic and delivery plans in place to direct improvement activity.
- 3.38 To support open and transparent oversight and monitoring a new performance framework is currently being developed. This framework and the measures used within will be balanced in order to give a full strategic oversight of key areas in one place. The next round of performance reports to committee later this year will be based on the new framework.

Measures of success

- 4.1 This report provides the City of Edinburgh Council with an overview of performance against a range of performance measures for the year 2016/17 and identifies key issues for measuring success for the year ahead.

Financial impact

- 5.1 Any new financial considerations as part of the revised business plan will be considered as part of the Budget process for 2018/19.

Risk, policy, compliance and governance impact

- 6.1 Risk, policy, compliance and governance impact is set out in the City of Edinburgh Council Business Plan

Equalities impact

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

Sustainability impact

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

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

- 10.1 [Council Business Plan 2016 - 20](#)
- 10.2 [The City of Edinburgh Council Best Value Audit Report 2016](#), City of Edinburgh Council, 10 March 2016
- 10.3 [2016 Edinburgh People Survey Headline Results report](#)

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Appendices

Appendix 1 - Edinburgh Partnership Progress Report June 2017

Appendix 2 - Local Government Benchmarking Framework 2015/16 analysis

The Edinburgh Partnership Progress Report

June 2017



The Edinburgh Partnership Progress Report – June 2017

Welcome to the Edinburgh Partnership final progress report which provides an update on how the partnership is performing against Key Performance Indicators set out in the Edinburgh Partnership Community Plan 2015-18. This report provides an update on measures since December 2016 report.

The report also updates on progress of actions and milestones reached on the four partnership outcomes as follows:

- **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 a high level overall performance for each of the outcomes. Progress of actions and measurement of performance is described using a RAG (Red, Amber & Green) status and full details are outlined in the appendix to this report.

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

- 3 KPIs are meeting target
- 0 KPIs just missed target
- 0 KPIs and actions have missed target or are not met
- 0 KPIs are data only

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

- 1 KPI is meeting target
- 2 KPIs just missed target
- 1 KPI has missed target
- 0 KPIs are data only

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

- 1 KPI is meeting target
- 3 KPIs just missed target
- 0 KPIs has missed target
- 1 KPI is data only

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

- 4 KPIs are meeting target
- 1 KPI just missed target
- 0 KPIs have missed target
- 4 KPIs are data only

Key Findings

The following is an overview of the high level findings during this period across each of the four partnership outcomes:

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

Edinburgh's labour market continues to perform better than Scotland as a whole on key employment measures. While the overall trend is improving, data does not fully reflect the labour market for low income households, many of which will be underemployed on zero hours contracts and low wages.

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

In terms of Health and Social Care, discharge delays continue to pose a major challenge. A comprehensive programme of actions to address delayed discharge for Edinburgh residents has been underway. A Flow Board has been working for a year, reporting to the Edinburgh Integration Joint Board, to oversee work to address these challenges. Progress was reviewed at the Board's March 2017 meeting, where it was agreed that the focus of the programme is reset to address a small set of priorities which were finalised at the Programme Board's meeting on 24 April. As part of this work, a quality improvement methodology is being implemented by a subgroup of analysts from NHS Lothian, the Council's Strategy and Insight Service, ISD, and senior managers from the Health and Social Care Partnership and NHS Lothian. The group is developing a whole system overview of activity and performance which will enable identification of areas to target for improvement. Weekly meetings with locality managers are underway to discuss progress and challenges in addressing delayed discharge.

Further to that the balance of care indicator has been revised to take into account changes in way that care is provided, mainly through reablement. This change was done to maximise the use of community capacity and to target reablement services to ensure that maximum benefit is afforded to the individuals who can achieve most benefit from targeted goal setting and reabling approaches. Activities to shift the balance of care, to achieve the right care in the right place at the right time, are underpinned by the strategic plan.

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

Through the various elements of the Looked After Children transformation programme and the focus on the Balance of Care there has been measurable progress against targets. The increase in the number of LAC has been halted with a reduction seen in the number since September 2016.

School leavers destination shows sustained improvement since 2010. A key aspect has been improved partnership working with schools to raise awareness of college courses with events organised for Head Teachers, Guidance Teachers, DHTs. Edinburgh College has guaranteed a place to every school leaver who applied to college for academic session 16/17.

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

Finally, the rate for of recorded violent crimes and offences per 10,000 population and number of dwelling fires shows a positive reduction. Decline in figures in respect of recorded crimes of violence (per 10,000 population) is being achieved through engagement with partners and intelligence led Policing. While Our Home Fire Safety Visit (HFSV) programme continues to be a success in reducing the number of accidental dwelling fires.

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.

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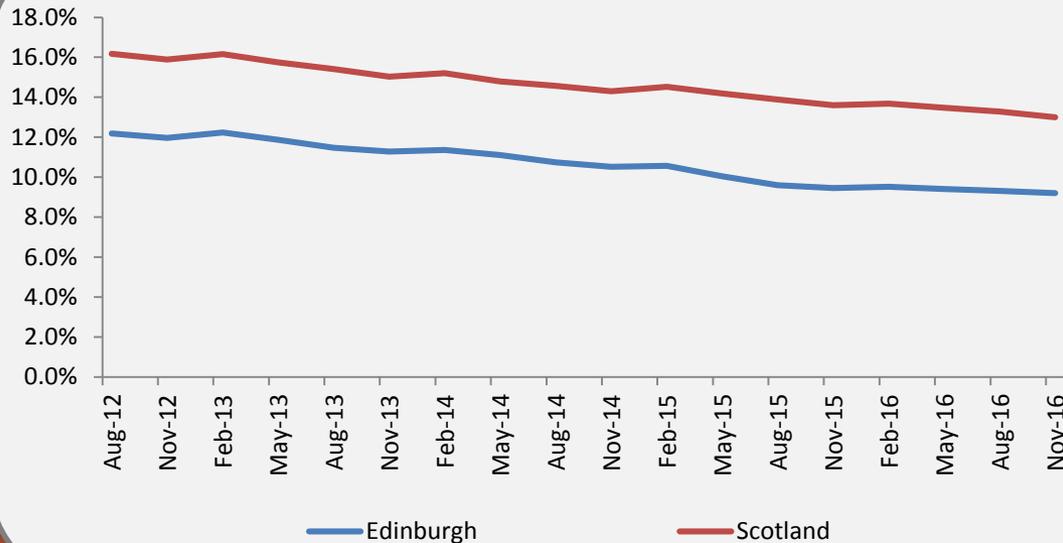
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Edinburgh's economy delivers increased investment, jobs and opportunities for all

Reducing unemployment & tackling low pay

Summary: The overall trend is improving but data does not fully reflect the labour market for low income households, many of which will be underemployed on zero hours contracts and low wages. The Responsible Business campaign continues, involving the Chamber of Commerce and Business Gateway to improve understanding of “fair work” practices and business benefits of looking after employees; signing up to the principles of the Scottish Business Pledge. Edinburgh has the second highest share of businesses that sign up to the Scottish Business Pledge at 13.8% or (150 businesses). This is second to only Glasgow at 17% or (185 businesses).

Benefits Claimant Rate – All Working Age Adults



DWP benefits data includes claimants of disability related, income support and other benefits, as well as job seekers.

The number of working age DWP benefits claimants in Edinburgh was 31,880 (9.2% of all working age adults) in the quarter to November 2016. This was down from 32,910 (9.5%) during the same period in 2015.

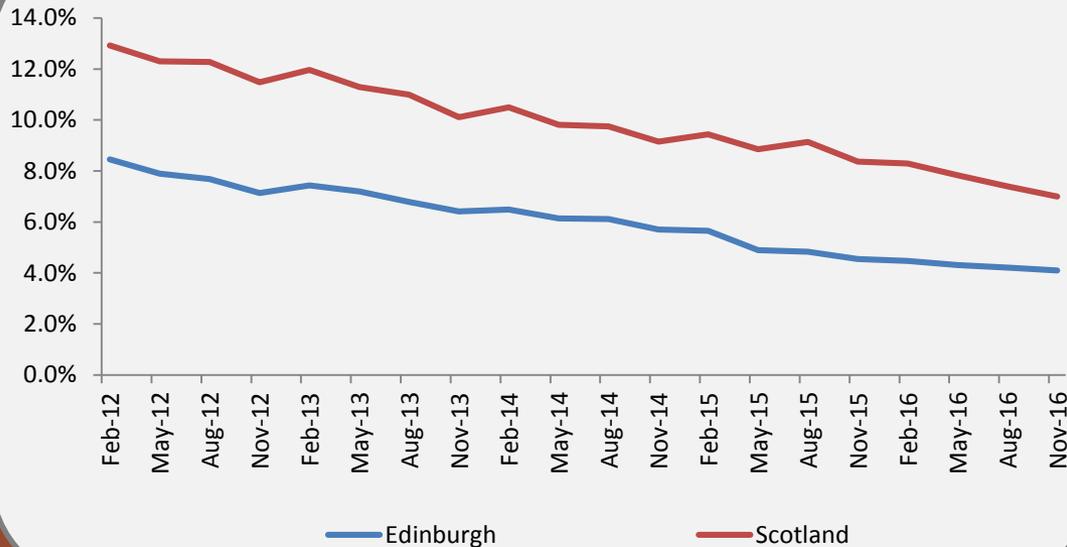
Edinburgh's economy delivers increased investment, jobs and opportunities for all

Reducing unemployment & tackling low pay

Summary: Jobseekers rates for 16-24 are also lower and largely achieved through increased intervention through Edinburgh Guarantee and Developing Young Workforce which has invested in SME engagement to develop opportunities for school based pupils.

The Edinburgh Guarantee Partnership aims to improve the number of school leavers making a sustained transition from school to work or learning to help prevent worklessness and poverty. Since April 2016 Edinburgh Guarantee employer engagement work has supported 2,143 into jobs

Benefits Claimant Rate – Aged 16-24



DWP benefits data includes claimants of disability related, income support and other benefits, as well as job seekers.

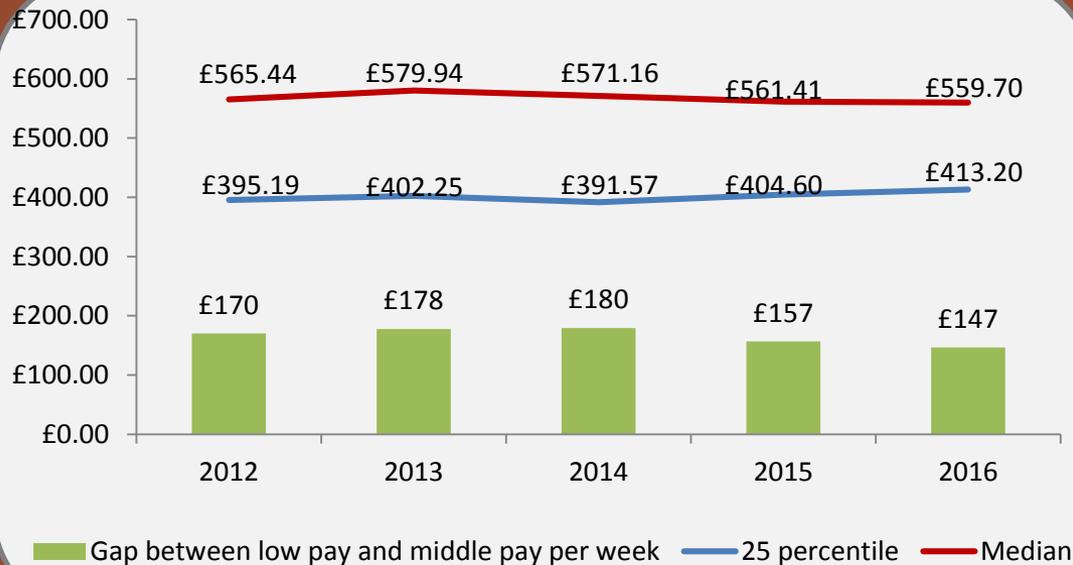
The number of claimants aged 16-24 in receipt of DWP benefits dropped to 2,700 (4.1% of that aged group) in the quarter to November 2016 down from 3,060 (4.5%) during the same period in 2015.

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

Reducing unemployment & tackling low pay

Summary: While improving and leading as an employer having just achieved accreditation as a Living Wage Employer, more needs to be achieved to develop “inclusive economic growth”. Employees want a decent hourly rate, job security, paid holidays and sick leave, a safe working environment, supportive line manager and flexibility. The latter is critical for parents and those employees who have care responsibilities.

Earnings of bottom 25 percentile of Edinburgh residents in employment (full and p/t)



Low wage earnings is defined as a average gross weekly salary of the 25-percentile. This means that a quarter of the living in Edinburgh and working full time earn less than £413 per week in 2016. This is slightly more than in 2015 meaning that the gap between low and median wages has narrowed.

In real terms, average value low wage earnings in Edinburgh have increased from £395 in 2012 to £413 in 2016, whereas the average middle pay decreased, in real terms, from £565 to £560 over the same period.

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

Reducing unemployment & tackling low pay

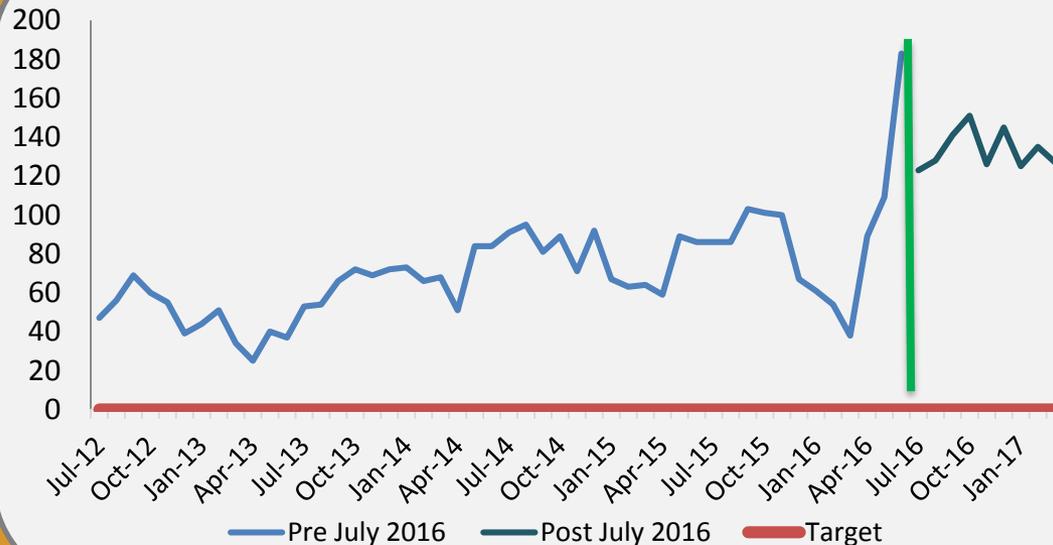
Commitment to Action	Comment	Status
The establishment of a Corporate Social Responsibility (CSR) framework to make it easier for employers to engage in CSR activities	The Chamber of Commerce, following an agreed action plan, is working to promote responsible business. Actions include events, PR and an award.	
To provide a range of programmes and interventions to increase and improve youth employability across the city	The Edinburgh Guarantee Partnership aims to improve the number of school leavers making a sustained transition from school to work or learning to help prevent worklessness and poverty.	
Identify opportunities for business involvement in school-based activity	Actions have been established for the Developing Young Workforce Project. This is a regional version of the Edinburgh Guarantee approach.	
Establish Edinburgh as Scotland's Living Wage City	City of Edinburgh Council received accreditation as a Living Wage employer in October 2016.	
To provide a range of community-based adult literacy and numeracy programmes across the city	The range of Community Learning Development provision in Community Based Adult Learning is delivered through local teams. The Adult Education Programme is managed centrally from South Bridge Resource Centre and delivered in venues across the city.	
To provide a range of English to Speakers of Other Languages (ESOL) programmes across the city	English to Speakers of Other Languages (ESOL) work with Syrian Refugees (CLD, Edinburgh College and The Welcoming) is recognised as sector leading.	

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

Shifting the balance of care

Summary: Delayed discharge: the Patient Flow Board oversees the range of work streams which have been set up to reduce delayed discharges. A self assessment of the current approach to managing hospital flow has been undertaken using national guidance on best practice. Actions arising from this assessment have been incorporated into the work streams. These include: addressing delays within the hospital pathway, admission avoidance, rehabilitation and recovery, implementing the new care at home contract and the Multi-Agency Triage Teams to provide rapid response to support people who are at immediate risk of hospital admission.

● Number of people waiting more than two weeks for discharge to an appropriate setting



Note that, since July 2016, this definitions underpinning this measure have changed, so the figures since then are not comparable with those before. The total delayed for longer than two weeks at the March 2017 census was 127.

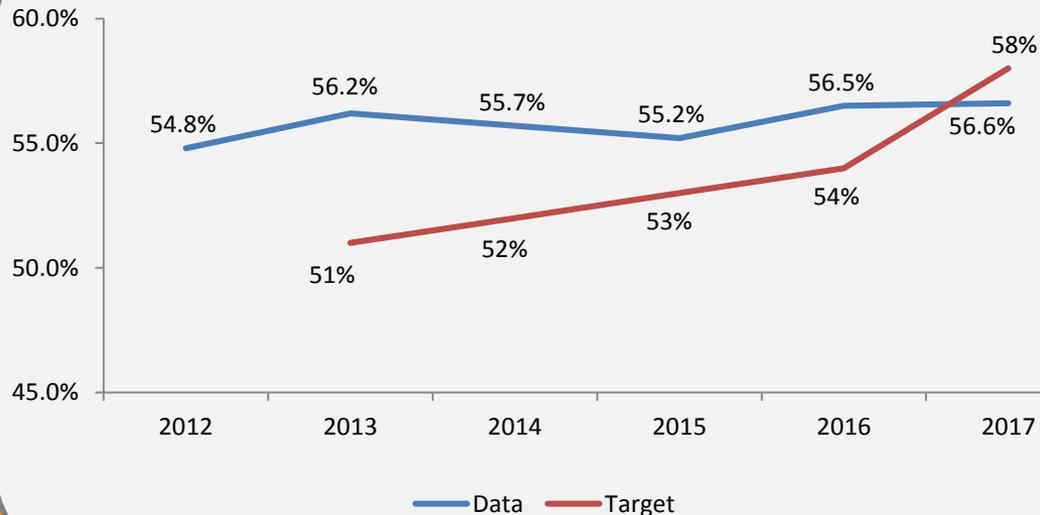
Patient flow is being addressed through a programme of actions which are being overseen by the Patient Flow Programme Board.

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

Shifting the balance of care

Summary: Balance of care: a comprehensive review of capacity and demand within the older people's care system is underway and this will inform actions for supporting further shifts in the balance of care towards community settings. The model of reablement has been changed to maximise the use of community capacity. The approach is to target reablement services to ensure that maximum benefit is afforded to the individuals who can achieve most benefit from targeted goal setting and reablement approaches. This differs from the previous approach which was targeted at all discharges from hospital. The target in the reduction in support needed of 45% has been exceeded, with a level over the first ten months of 55% (people who started since June and finished before the end of March 2017), compared with 37% over the previous 12 months.

The number of adults (18+) receiving personal care at home or direct payments for personal care, as a percentage of the total number of adults needing care.



This measure has been revised to take into account changes in way that care is provided, mainly through reablement. The measure is now the number of adults (18+) receiving personal care at home or direct payments for personal care, as a percentage of the total number of adults needing care.

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

Shifting the balance of care

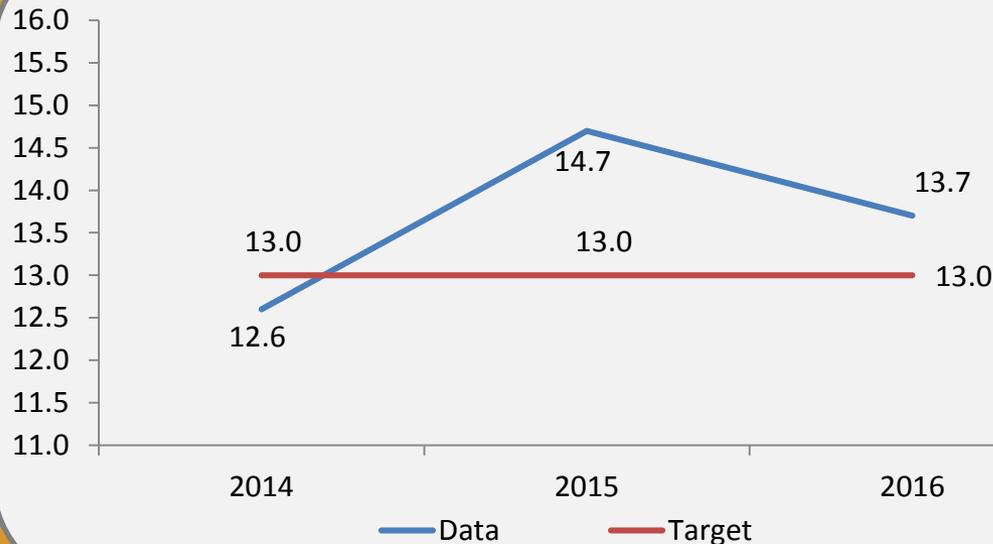
Commitment to Action	Comment	Status
Addressing delays within the hospital pathway	A Flow Board has been established to oversee a programme of work to reduce the number of delayed discharges to 50 by December 2017. A Multi Agency Triage (MATT) function has been established as part of the new locality structure which focuses on admission avoidance and timely discharge. The number of delays is showing a downward trend from 201 at the October 2016 census to 176 for the March 2017 census.	
Rehabilitation and recovery	Changed approach to the use of reablement services to ensure maximum benefit is afforded to the individuals who can achieve most benefit from targeted goal setting and reabling approaches. This differs from the previous approach which was targeted at all discharges from hospital. Target is 45% reduction. For all those who started after June 2016 and finished Reablement before the end of April 2017, a 52% reduction in the hours of care required has been achieved. This compares with 37% in the year running up to the change in criteria.	
Implement the new Care at Home contract to support providers to maintain business continuity and provide a more flexible and responsive service	The care at home contract was implemented in autumn 2016 and work is ongoing with providers to increase market capacity.	

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

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.

○ Premise licences in force (off trade per 10,000 adult population)



Baseline data for March 2013/14:

- 1725 total licences
- 518 off sales

In 2014/15 there were:

- 1987 off licences
- 609 off sales

In 2015/16 there were:

- 2000 off licences
- 574 off sales

Source:

<http://www.gov.scot/Topics/Statistics/Browse/Crime-Justice/PubLiquor>

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

Reducing alcohol and drug misuse

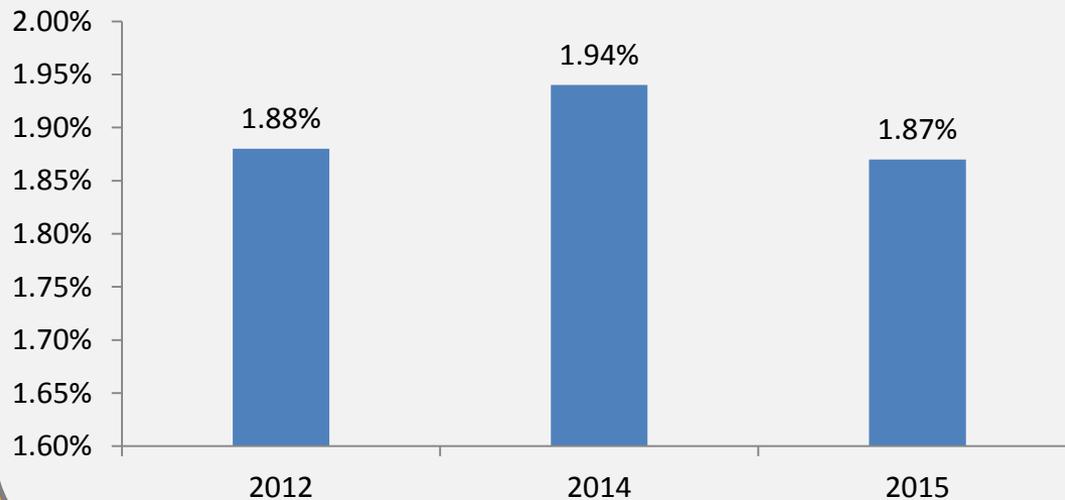
Commitment to Action	Comment	Status
Redesign and secure delivery of a more recovery oriented system of care	This work is now completed.	
Work with Neighbourhood Partnerships to improve local input into licensing decisions and community responses to alcohol related harm	Alcohol profiles developed to support the development of the Locality Improvement Plans.	
Develop and implement a high level strategy to reduce alcohol related harm	Strategy will be presented to the Partnership Board in September 2017.	

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

Reducing health inequalities

Summary: The Edinburgh Health and Social Care Strategic Plan sets out the strategic intentions of the Integration Joint Board (IJB) in terms of tackling inequalities including health inequalities, which is to work with community planning partners to agree the most effective way of using the resources available. The IJB has agreed to continue with the existing Health Inequalities Grants Programme for a further year. The Edinburgh Choose Life Steering Group on Suicide Prevention is working to raise awareness of suicide prevention across agencies by promoting a programme of suicide prevention training.

● The ratio of premature mortality rates between the 15% 'most deprived' areas (per SIMD) and the Edinburgh average



Target is to reduce the gap.

The figure for 2015 is 1.87, which represents a reduction in the gap, in line with the objective to reduce inequality. The figure indicates that for every one premature death in Edinburgh there are 1.87 premature deaths in the areas of greatest multiple deprivation.

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

Reducing health inequalities

Commitment to Action	Comment	Status
<p>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</p>	<p>The council is continuing to follow the three strand approach: reducing the need to travel; encouraging use of alternatives to the car; and reducing emissions from motorised travel. To encourage use of alternatives to the car, the council is investing in cycling and walking infrastructure, to continually improve conditions for pedestrians and cyclists, as detailed in the Active Travel Action Plan. Recent achievements include: improving the National Cycle Network route 1 from Haymarket to Queensferry, a new NCN route 75 link from the Meadows to the Innocent Railway path and a new off-road cycleway from Gilmerton across the city bypass to Loanhead, Midlothian.</p>	
<p>Continue with existing Health Inequalities Grant Programme for 2017/18 and determine priorities for use of resources from April 2018 onwards</p>	<p>Grants have been awarded for 2017/18 in line with agreed priorities.</p>	
<p>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</p>	<p>The Street Design Guidance was created to ensure Edinburgh has a world-class network of vibrant, safe, attractive, effective and enjoyable streets. This includes guidance on introducing street trees and soft landscaping to conserve and enhance townscape character, to use as a traffic calming measure and to encourage walking and cycling.</p>	
<p>Development of Mental Health Re-ablement Service. Wayfinder 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</p>	<p>Positive Steps Reablement Service is operational and the Wayfinder Partnership has implemented a grade support model.</p>	

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

Reducing health inequalities

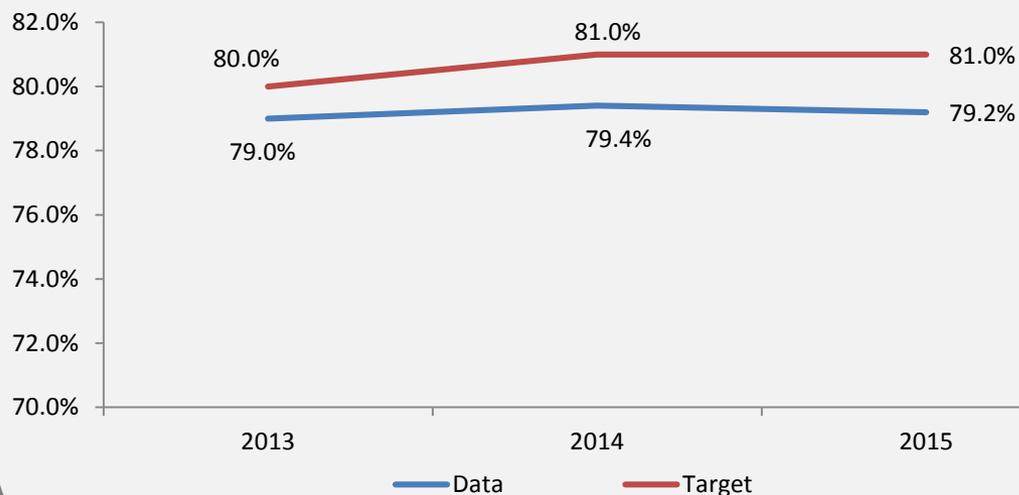
Commitment to Action	Comment	Status
Edinburgh Choose Life Steering Group Suicide prevention – implementation of multiagency commitments to develop services to support people suffering distress	The Choose Life programme continues with various workstreams to develop services and raise awareness of the suicide prevention strategy.	
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	Mental Health and Wellbeing Public Social Partnership established to redesign wellbeing and preventative services. Services to be in place from November 2017.	
Improving inpatient psychiatric care in fit for purpose environments	New Royal Edinburgh Building is due to open mid to late 2017.	

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

Improving early support

Summary: The 27-30 month review data has been shared with health visitor teams looking at uptake, documentation, outcomes and referral/support, resulting in areas for future work being identified. Family literacy work with parents in their children's early years continues to be recognised as a key element of the Integrated Literacy Strategy and Family Learning workers are engaging with groups of parents and carers to enable them to give support outside school to their children's early literacy and numeracy. The Edinburgh Children's Partnership has agreed a set of Wellbeing Outcomes which were developed and trialled by practitioners. These are being used to involve families in child planning and to measure its effectiveness.

● % of children who have reached all the expected developmental milestones at the time of the child's 27-30 month child health review



Data taken NHS ISD publication 'Child Health 27-30 Month Review Statistics' published in February 2017. Latest data shows that during the year 1 April 2015 - 31 March 2016, of the 5213 eligible children, 4466 were assessed. This is an uptake of 85.7%, up from 84.7%. There was no concern over all domains for 3538 (79.2%) of these children, short of the 81% target and higher than the national average of 72.4%. We are in the process of developing a system for regular and up to date reporting of the 27-30 month review data. Until this is available we require to use the officially reported information.

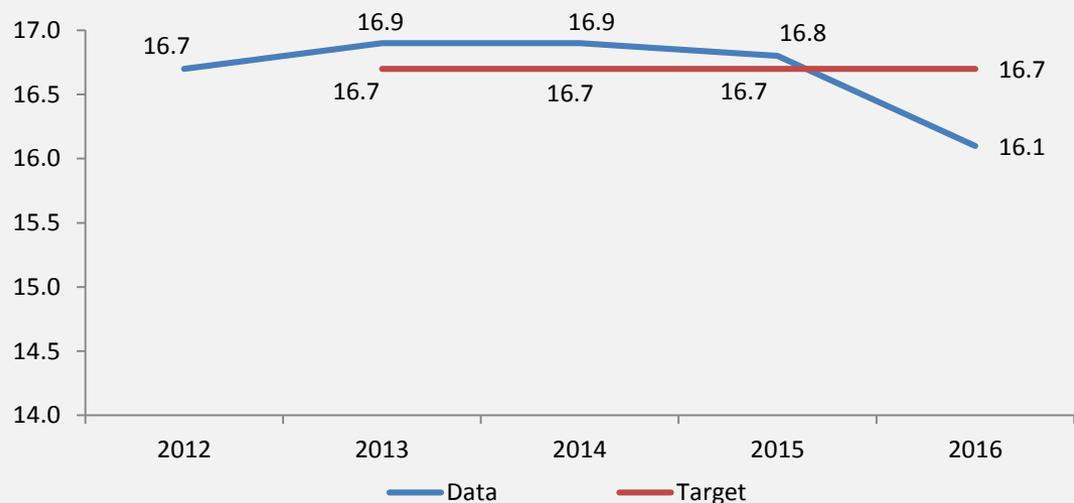
Edinburgh's children and young people enjoy their childhood and fulfil their potential

Improving early support

Summary: Through early support for children and families (while still responding to need) we aimed to reduce the rate of growth in the number of children who need to be looked after. We have made significant shifts in the balance of care, including significantly reduced usage of secure accommodation.

Earlier support to families is provided through the Multisystemic Therapy Service, Family Household Support Teams and the Family Group Decision Making Service.

Number of children who need to be looked after (rate per 1,000)



Through early support for children and families (while still responding to need), we have aimed to reduce the rate of growth in the number of children who need to be looked after. Performance is now below the target figure. The national figure is 15.4. The data is published in 'Children's Social Work Statistics Scotland, 2015-16' by the Scottish Government on 28 March 2017 and relates to the position as at end July 2016.

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

Improving early support

Commitment to Action	Comment	Status
Develop deliverable safe alternative(s) to secure accommodation for young women at risk	The first of two new, flexibly designed residential facilities (Heathervale) opened in August 2016 and plans are in advanced stages to rebuild Oxfangs Young People's Centre on the current site.	
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	Earlier support to families is provided through the Multisystemic Therapy Service, Family and Household Support Teams and the Family Group Decision Making Service.	
Expand the range of foster care and placements available	The net growth in foster care capacity has continued. CEC has wider choice of placement within the city. 28 new carers were approved in 2016.	
Evidence use of wellbeing indicators to consistently and holistically assess and meet needs across all children's service delivery	A revised version of Edinburgh's wellbeing outcomes was trialled on a multi-agency basis during 2016 in five school cluster groups. The Outcomes Working Group continued to support learning and the wider introduction of the use of the outcomes in the latter part of 2016. A report to Edinburgh Children's Partnership recommending citywide roll-out was approved.	
Develop and deliver the Psychology of Parenting Project in Edinburgh (a cluster based approach to begin with, building to a whole-city approach)	Psychology of Parenting programme is now being delivered citywide with improvements being shown in children's Strengths and Difficulties Questionnaires scores as a result.	

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

Improving early support

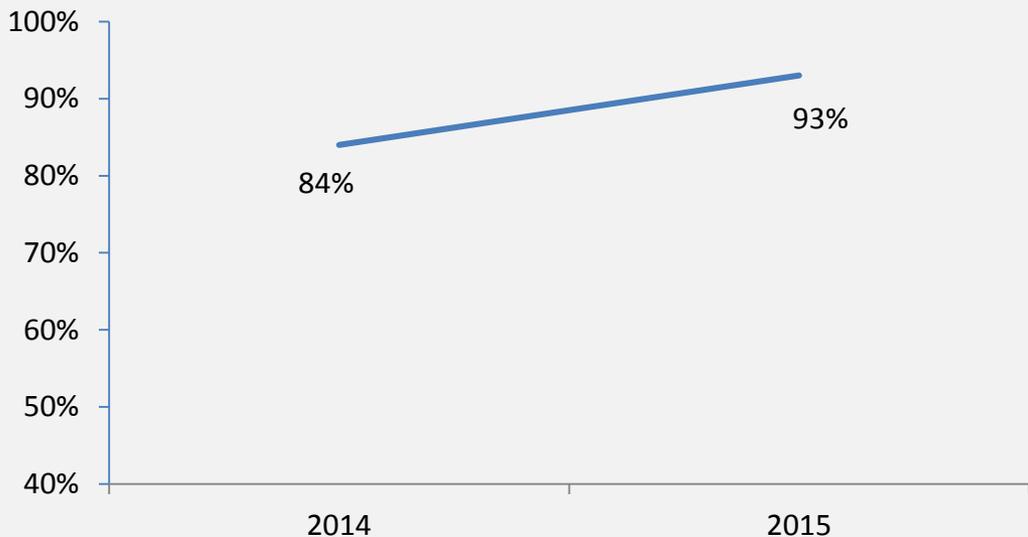
Commitment to Action	Comment	Status
Increase access to early learning and childcare for all 3-4 year olds and eligible 2 year olds to 600 hours per year	The entitlement for all 4 year olds and eligible 2 and 3 year olds to be offered their entitlement of 600 hours has been achieved.	
Work with partners 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	We now have a contract for around 750 subsidised childcare places year in four locations targeted towards supporting low income household parents. An interactive website, updated directly by providers is now available providing up to date information on childcare places.	
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	A number of successful initiatives from these programmes have now been mainstreamed. A final report on the Early Years and Early Intervention Change Fund was submitted to the Scottish Government early in 2016.	
Improve the quality of our services and our potential for early intervention through regular (annual) engagement with children, young people and their parents	More than 20,000 pupils in primary, secondary and special schools took part in this year's (2016/17) pupil surveys. Each school receives a report of their pupils' responses and this feeds into school improvement plans. A wide range of engagement activities have been undertaken across early years, schools, children's social work services and community learning, and services have been improved/developed as a result. The new Children's Plan which is currently being developed by the Children's Partnership will include commitments in relation to the participation of children, young people and parents/carers which will be regularly monitored.	

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

Improving outcomes for children in need

Summary: The Corporate Parenting Action Plan has delivered a range of actions across 6 themes including the Looked After and Active programme. The plan was developed using a themed approach to give a broad indication of how well we are doing. Attainment of Looked After Children is improving and the Corporate Parenting Member Officer group will focus on further specific measures to build on this improvement in 2017/18. The redesign of services for children affected by parental substance misuse was completed with a single citywide contract awarded to Circle.

Attainment of Looked After Children



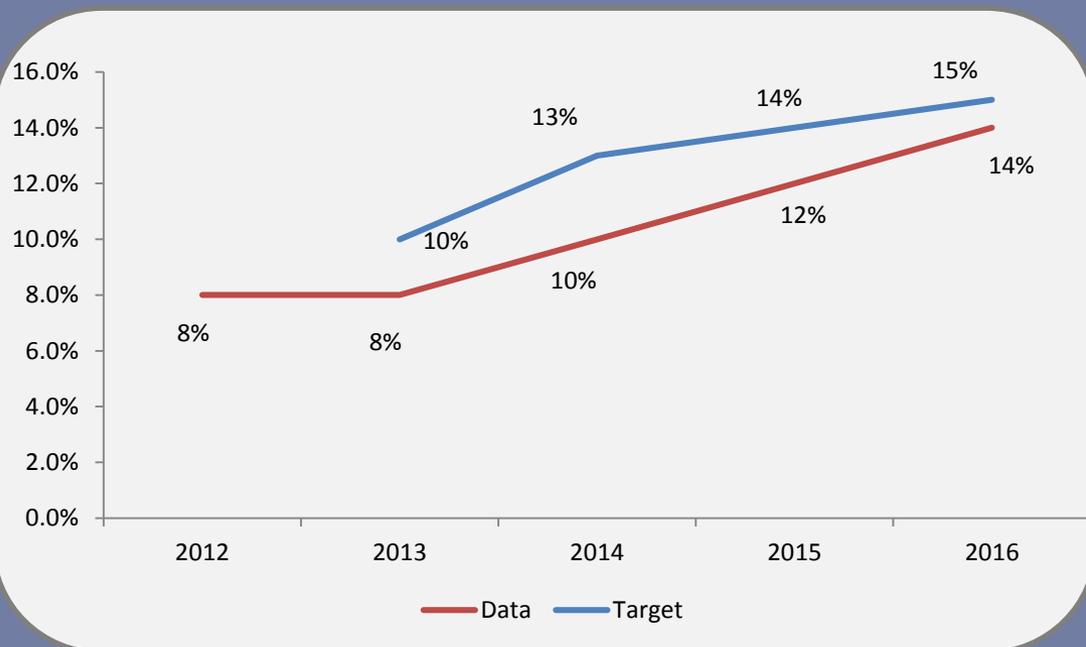
Data is taken from the Scottish Government publication 'The Education Outcomes for Looked After Children' published in June 2016. The figure (93%) is based on those young people Looked After for the full year and the National figure was 86%. The information in 2014 was the first following this definition and no retrospective information was calculated. Consequently targets have not been set until trend information can be analysed. The aim is to close the achievement gap experienced by those who are looked after.

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

Improving outcomes for children in need

Summary: The Corporate Parenting Action Plan has delivered a range of actions across 6 themes including the Looked After and Active programme. The plan was developed using a themed approach to give a broad indication of how well we are doing. The '1 in 5' project work to raise awareness and understanding of child poverty is now underway in over 40 schools, with more lined up to receive training. Feedback from schools about its impact is highly positive. In addition, a draft Equity Framework is currently under development

● % of pupils living in most deprived areas gaining 5+ awards at SCQF Level 6



Data was published by the Improvement Service in January 2017 as part of the Local Government Benchmarking Framework. No targets set beyond 2015/16 due to the change in the exam system. The national average was 15%. The aim is to close the achievement gap experienced by those living in the most deprived areas in the city. The gap has improved from 21 percentage points to 19. Nationally the gap was 18 percentage points.

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

Improving outcomes for children in need

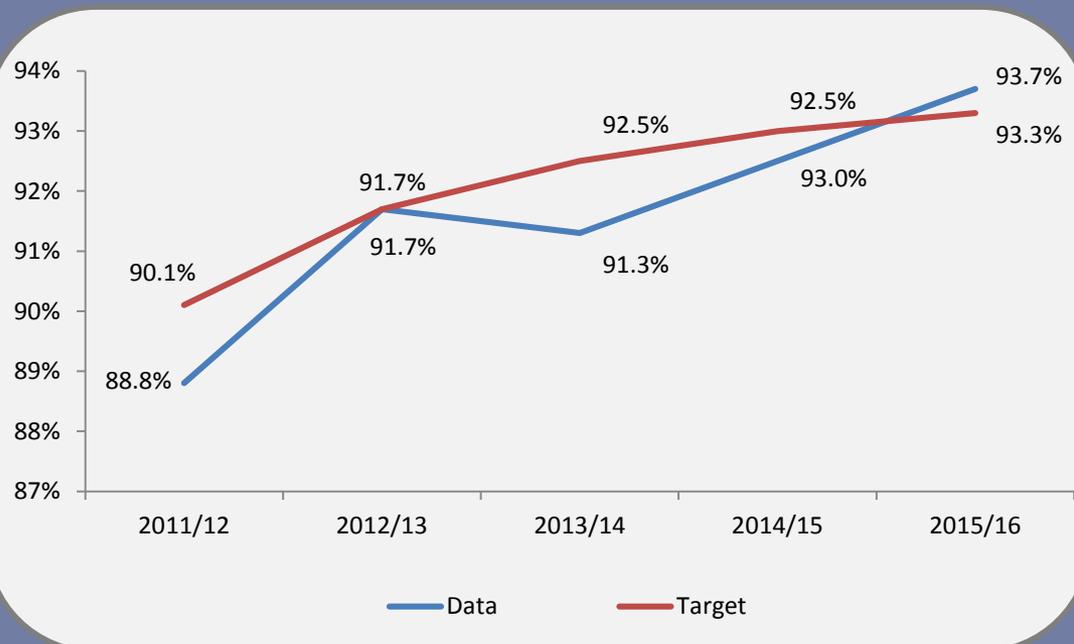
Commitment to Action	Comment	Status
Deliver all actions in the city's Looked After Strategy and Corporate Parenting Action Plan	The Corporate Parenting Action Plan has delivered a range of actions across 6 themes including the Looked After and Active programme. The plan was developed using a themed approach to give a broad indication of how well we are doing. A revised plan is being developed.	
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	Attainment of Looked After Children is improving and the Corporate Parenting Member Officer group will focus on further specific measures to build on this improvement in 2017/18.	
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	Development work in this area is ongoing taking into account the new processes in place to manage the implementation of Self-Directed Support.	
Redesign services for children affected by parental substance misuse	Redesign complete with a single citywide contract awarded to Circle to provide services to families affected by parental substance misuse.	

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

Improving positive destinations

Summary: Family Learning continues to work across targeted nursery and primary schools to deliver its service to children and families requiring additional support with literacy and pre-literacy attainment. Different pathways for individual young people have been introduced through college and business partnerships while a pilot in Engineering/Science SCQF levels 4-7 has been introduced through Edinburgh College. Courses have been offered in outreach locations to reach those furthest from learning: examples are Community based ESOL offered in areas identified as having the most need and the Prince's Trust team programme. Students on outreach courses are then encouraged to progress to college courses.

● % of senior phase leavers in a positive destination (work, education or training) within 6 months



Data is for leavers from the 2015/16 school session from mainstream schools, taken from the publication 'Initial Destinations of Senior Phase School Leavers – 2017 Edition' published in March 2017. The 2015/16 data shows further improvement with Edinburgh's performance now higher than the national figure of 93.3%.

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

Improving positive destinations

Commitment to Action	Comment	Status
Further develop family engagement, including strong home-school partnerships and particularly for 'hardly reached' families	The Families and Schools Together (FAST) and Partnership Schools programmes continue to be delivered in selected primary schools. Family Learning works in all localities and includes support for nursery to primary transition.	
Total Craigoyston - focus on play and nurture in the very early years, better supporting parents and carers around developing early literacy and family learning	A final project report was taken to the Education, Children and Families Committee in March 2016 summarising its achievements and how they might inform the developing approach to localities work.	
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	Approximately 25,000 children and young people opportunities are accessed each term time with a further 17,000 in holiday periods. Whilst there is no specific data, many of these are children and young people from low income families.	
Provide a range of youth literacy's (including financial literacy) programmes in deprived areas	Several programmes have been developed to improve youth literacies in deprived areas including Initi8, Recovery Essentials, Circle and work with young carers and their families.	

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

Improving positive destinations

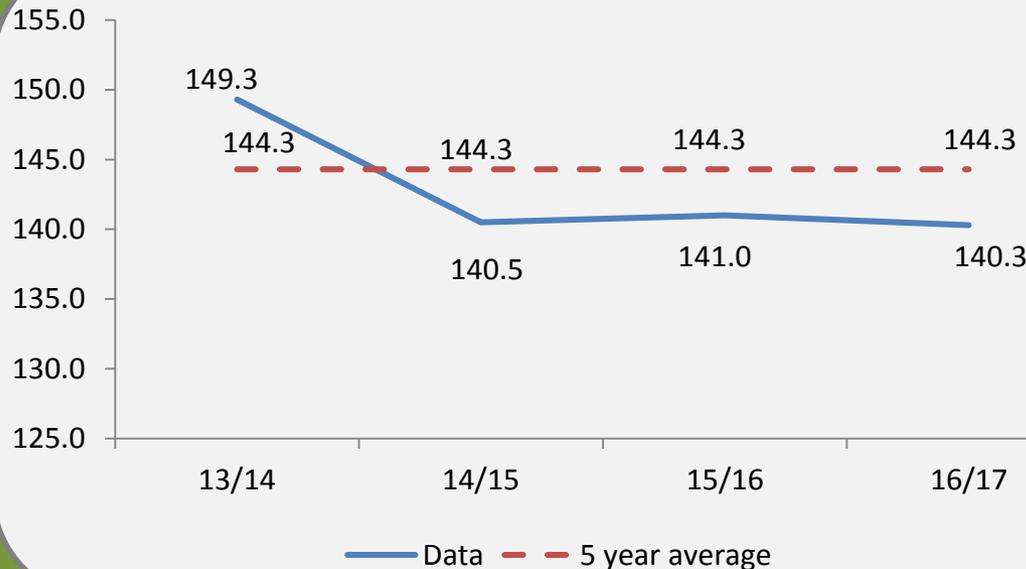
Commitment to Action	Comment	Status
<p>Provide a range of learning opportunities for personal and social development for children and young people within deprived communities</p>	<p>Universal community-based youth and children's provision is underpinned by the four capacities of Curriculum for Excellence and the seven key Children's Services priorities. It is offered via community centres, other venues and park-based initiatives to 7,168 individual children and young people. In addition, a further 17,000 opportunities were taken up by children and young people during the holiday periods. In addition, Circle provides homework support to children in North Edinburgh. Improvement activity in this area is ongoing.</p>	
<p>Establish 'Science, Technology, Engineering and Mathematics' (STEM) Academy to progress the key recommendations from of the Developing Scotland's Workforce report</p>	<p>A pilot in Engineering/Science SCQF levels 4-7 was and an HNC in engineering introduced. A financial Accounting course was also introduced at SCQF level 6 and linked to vocational opportunity for SVQ qualification. A College Steering Group was formed to take forward the recommendations of Developing Scotland's Young Workforce with joint working between Edinburgh College and City of Edinburgh Council.</p>	
<p>Increase the number of young people, particularly those living in deprived areas, who enrol in Edinburgh College</p>	<p>Edinburgh College has been working in partnership with other organisations to increase the number of young people enrolled in college and has guaranteed a place to every school leaver who applied to college for academic session 2016/17.</p>	

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

Reducing antisocial behaviour, violence and harm

Summary: Plan and deliver an enhanced policing structure for the Edinburgh Winter Festival - Extra uniformed officers were deployed from 1000 hours to midnight each day of the Festival. They comprised officers from Edinburgh, Fife, Forth Valley and Lothian and Scottish Borders Divisions. The officers were allocated beats within the Festival footprint, which were covered by cycle or on foot. Foot patrol officers were encouraged to use trams and buses to travel to their beats, thereby increasing our visibility on the public transport network. The Violent Offender Watch (VOW) Project is a small unit set up within Police Scotland aimed at reducing re-offending in Edinburgh. It manages a total of 31 offenders, ranging from 16 to 35 years old. The reduction in offending by those managed by the VOW Project, based on a 'like-for-like' comparison, is currently 82.37%. The VOW project has approached 250 people, with 90 engaging.

Rate of recorded violent crimes and offences per 10,000 population



The figures show a positive reduction in respect of recorded crimes of violence (per 10,000 population). This is being achieved through engagement with partners and intelligence-led policing.

The Business Intelligence Toolkit (B.I.T) is used to identify repeat offenders, hotspots and to support repeat victims.

In respect of violence in the city centre, we continue to deploy a revised city centre dispersal detail every weekend into areas we have identified as having issues. 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.

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

Reducing antisocial behaviour, violence and harm

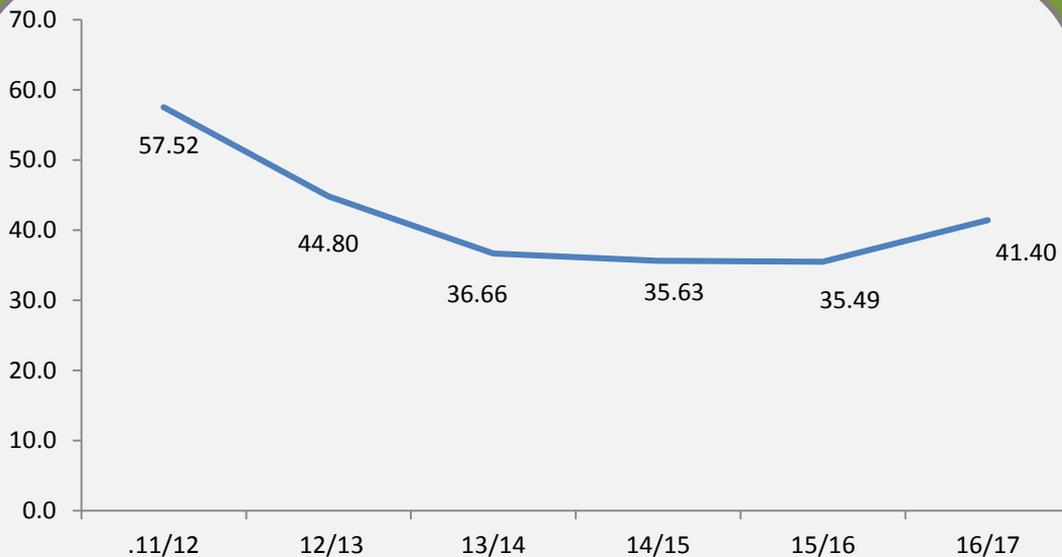
Commitment to Action	Comment	Status
Reduce recorded crimes of violence in Edinburgh	Utilise the B.I.T (Business Intelligence Toolkit) and task and delivery board to predict and target repeat offenders, problematic persons / premises and locations. Work with partners and licensing board to reduce the impact that overcrowding and over consumption of alcohol has on violent crime. Plan increased resources for police demand during Edinburgh's event calendar.	
Work with partners on the Multi-agency Domestic Abuse Policy and reduce domestic abuse related crimes	Continuing to work with Council and partners to support the Domestic Abuse Service Redesign Project and drive change both through the Edinburgh Violence Against Women Partnership and through participation in the Edinburgh Domestic Abuse Service Re-Design Project Board.	
Use priorities identified with communities to disrupt and detect violent offenders	Ensure violence identified in Edinburgh Divisions Local Policing Plan is included in Locality Improvement Plans. Monitor problem priorities using the CIP process and ensure targeted intervention.	

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

Reducing antisocial behaviour, violence and harm

Summary: A new SLA is being developed that will further strengthen the partnership work with the Community Police Officers. A new Mediation Service has been developed by the Council. This service is free and available to all Edinburgh's citizens who are experiencing antisocial behaviour. Referrals are made through the Family and Household Support teams based in the Council and can also be accessed by Housing Associations. This service continues to grow whilst being embedded into the new Family and Household Support structures under Safer and Stronger Communities. The new Anti Social Behaviour (ASB) Strategy 2016 – 2019 has been developed by the Council with Police Scotland and continues to focus on reducing ASB city-wide by focusing on local solutions through the Community Improvement Partnerships, which are the main mechanism for co-ordinating responses to ASB.

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



The target is to reduce the rate of recorded anti-social behaviour (ASB) complaints year on year. There has been an increase in ASB complaints over the last year.

The Council has put in place various initiatives and working practices to tackle ASB, including: the work of the ASB Review Group, which discusses complex ASB investigations. The group provides recommendations in tackling ASB that help to support communities affected by it more effectively. The Council also continues to fund and work alongside Community Police Officers who are based across the localities supporting the work of the new Family and Household Support Service.

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

Reducing antisocial behaviour, violence and harm

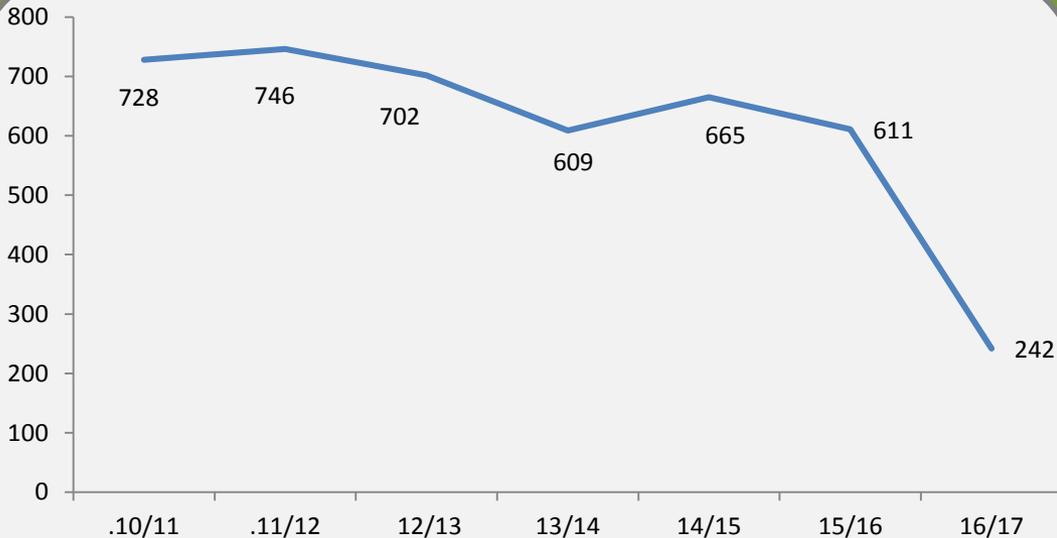
Commitment to Action	Comment	Status
Further enhance partnership work to tackle ASB	Continue to work in a more focused way, enhancing partnership working in tackling ASB and crime in local communities through the Community Improvement Partnerships (CIPs). Further improve upon the current model ensuring CIPs adopt a truly local approach, aligning with Locality Improvement Plans. Ensure that CIPs are informed by up to date information in order to deploy joint resources effectively and tactically.	
Review the multi agency ASB Review Group ensuring that it provides an avenue to deliver the objectives of the new Family and Household Support	A review of the aims of the ASB Group will be carried out to ensure that it supports quality assurance and best practice in the new Family and Household Support teams.	
Take forward the new ASB Strategy and associated new ASB Policy and revised policy and procedures that will compliment the new Family and Household Support structures.	The ASB Strategy 2016 – 2019 was ratified at the Health, Social Care and Housing Committee in November 2016. It was developed by the Council with Police Scotland and continues to focus on reducing ASB city-wide. ASB Policy and procedures will be further developed to include the new aims and practices of the new Family and Household Support.	

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

Reducing antisocial behaviour, violence and harm

Summary: This Fire Safety Initiative is now complete, with partnerships formed and evolving to generate high risk referrals. This work is now main-streamed and established across the city.

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



Our Home Fire Safety Visit (HFSV) programme continues to be a success in reducing the number of accidental dwelling fires. To support this process we have seen an increase in the number of referrals we receive from partners across the city. Edinburgh's volunteer sector is providing great support with several large third sector organisations working with us to identify and reduce risk of fire to those at most risk.

Our target of reducing dwelling fires by 10% over a rolling three year drives our effort.

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

Reducing antisocial behaviour, violence and harm

Commitment to Action	Comment	Status
<p>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</p>	<p>The SFRS and partners continue to work together in order to identify individuals who are at a greater risk of fire in the home. Over the last year, we have delivered Home Fire Safety Training as part of the Adult Protection Learning and Development forum. To support this, we have also created direct referral pathways with Health and Social Care and Third Sector groups across Edinburgh with bespoke training delivered to each group. At the time of writing this update, the SFRS, as part of the "Building Safer Communities Programme Phase 2" is consulting partners to support implementation of a more holistic Home Safety visit, which aims to reduce unintentional harm in the home. This includes falls assessments, alcohol brief interventions and dementia awareness. Our Community Action Teams are aligned and embedded within the four localities across Edinburgh. The outcome of these efforts has realised a 5.89% reduction in the number of all dwelling fires in the city. Fire fatalities and casualties have also reduced during this period.</p>	

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

Reducing antisocial behaviour, violence and harm

Summary: Tracking serious organised crime groups is a dynamic process. Threat scores are influenced by many factors. For example, when a group is first identified and mapped, the score is likely to 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.

Average threat scores of Edinburgh serious organised crimes



The division is currently managing seven mapped groups (Q4). Compared to the position at the end of 2015-16, the score for three of these groups has been reduced, one has stayed the same and three have increased. Due to the removal of three low scoring groups, the average score has therefore increased from 11.6 in Q4 of 2015/16 to 12.6 in Q4 of 2016/17. One group was removed at Q4 and a new group has been approved, which will be added at the next assessment.

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

Reducing antisocial behaviour, violence and harm

Commitment to Action	Comment	Status
Work with the Licensing Trade to reduce violence relating to alcohol and licensed premises	This work is ongoing and is now embedded in the 2017/18 Service Level Agreement between the Council and Police Scotland to deliver on the overarching Partnership Agreement: "Crime and antisocial behaviour in communities are reduced"	
Reduce hate crime across Edinburgh by encouraging the positive challenging of hate crime behaviour and improving approaches to dealing with persistent hate crime offenders	<p>A Community Improvement Partnership (CIP) was initiated, with 3 priorities: Community Engagement and Reassurance; Prevention; Intervention and Enforcement. This included a 'Shared Vision Your Decision' Participatory Budgeting initiative, which enabled local people to decide how public money should be spent to eradicate Islamophobia and associated prejudice behaviour across Edinburgh. Partnership funding was secured and a multi-faith steering group, led by Police Scotland, set the criteria for applicants, allowing them to apply for funds to deliver a project that they felt would tackle Islamophobia and improve community cohesion.</p> <p>The project is now subject to evaluation, with early observations and feedback suggesting that the community involvement in the delivery of the initiative and the high profile visibility of the process have been very positive in terms of networking opportunities and police relations with the wider community.</p> <p>We will continue to develop intelligence led partnership operations and patrols with hot spot areas for hate crime.</p> <p>We will continue to deal robustly with perpetrators of hate crime in the community by making full use of associated legislation.</p> <p>We will continue to support victims of hate crime and together with partnership agencies reduce victimisation.</p>	

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

Reducing antisocial behaviour, violence and harm

Commitment to Action	Comment	Status
<p>Improving services for victims of hate crime by encouraging increased hate crime reporting and ensuring appropriate support is available to victims</p>	<p>Edinburgh Division took part in the National Hate Crime campaign, during the week commencing 27 March 2017. Some of our activities during this week included delivering a joint input with LGBT Youth Scotland to the LGBT community. This focused on bullying and hate crime and the importance of reporting. We delivered a hate crime input at Barony Contact point. This focused on the disabled community (particularly mental health) and included both service users and organisations. Again the key message was to report.</p> <p>We also attended an event at North Edinburgh Arts with the Equality and Rights Network, where we raised the profile of hate crime through interactive activities with young people.</p> <p>We have trained personnel to staff 5 new 3rd party reporting centres and carried out refresher training for a further 6 3rd party reporting centres.</p> <p>The Edinburgh Transport Charter Group, in which Edinburgh Division is a partner, has carried out a number of road shows highlighting the importance of reporting hate crime on the transport network.</p> <p>We have also delivered joint training with ELREC (Edinburgh and Lothian's Regional Equality Council) on two occasions this year to a number of organisations across the city. The focus of this was to raise awareness of hate crime, highlight the responsibility as employers and encourage reporting of their staff.</p>	

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

Reducing antisocial behaviour, violence and harm

Commitment to Action	Comment	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	<p>The roll out of 20mph zones across Edinburgh is a key objective within the Councils priority to provide a transport system that improves connectivity and is green, healthy and accessible to us. Implementation of citywide 20mph scheme has three key elements, all of which progressed in the last 18 months:</p> <ul style="list-style-type: none">• Design and Construction• Monitoring• Awareness/Behaviour Change <p>The Scheme is funded partly by external funders, including the Scottish Government and Sustrans. The new 20mph zones will be implemented over a number of phases and worked commenced in July 2016. Completion of the project is due in February 2018.</p>	

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

Reducing antisocial behaviour, violence and harm

Commitment to Action	Comment	Status
Implement the SOCG Multi Agency Action Plan	Edinburgh Multi Agency SOCG re-convened, membership and remit agreed and the group is now meeting quarterly. Edinburgh Multi Agency SOCG Action Plan reviewed and agreed with Police Scotland and other partners.	
Develop models of engagement with families with complex needs, drawing on the work of Total Place and Inclusive Edinburgh	The introduction of the Family and Household Support Service from September 2016 has drawn on the work of Total Place and Inclusive Edinburgh. The service brings together community safety, household support and support for children in locality based teams. The teams benefit from linked community police officers. The service has a strong early intervention and preventative focus.	
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	The Willow Service has been allocated additional funds transferred from the Scottish Prison Service to local authorities in order to support community sentences. This has given medium term security and has helped reduce the waiting list for access to the service.	
Work through the Community Improvement Partnerships to identify and address issues arising from prolific offending in local communities	The Community Improvement Partnerships have been refreshed with the introduction of locality work and will develop alongside the Family and Household Support Service and the key performance indicators identified through the Partnership Agreement between the Council and Police Scotland.	

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

Reducing reoffending

Summary: The new model for community justice, introduced by the Community Justice (Scotland) Act 2016, commenced on 1 April 2017. It aims to reduce crime, keep communities safe and promote social inclusion and citizenship. The Edinburgh Community Safety Partnership has developed the Community Justice Outcomes Improvement Plan, which demonstrates how community justice partners are working together to achieve the national outcomes for community justice. There is a strong focus on community participation, equal access to services, evidenced based interventions and improving personal outcomes. One of the services that features in the plan and contributes to reducing reoffending is Willow, a partnership between the Council, NHS Lothian and the third sector. It aims to reduce offending behaviour and health inequalities; to improve the health, wellbeing and safety of women in the criminal justice system; and to increase their access to services and involvement in their local community.

One year reconviction rates



2013/14 Scottish Government reconviction figures were published in May 2016 and relate to the Sheriff Court where convictions are processed. Edinburgh Sheriff Court figures here include Midlothian offenders as well as Edinburgh. While the gap has narrowed, performance continues to be below Scottish level.

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

Reducing reoffending

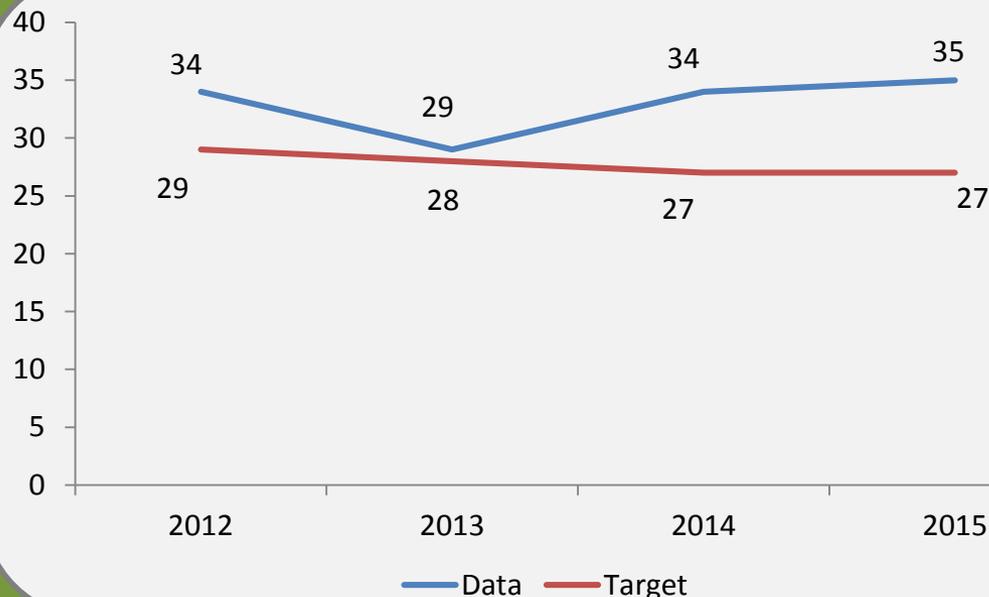
Commitment to Action	Comment	Status
Reduce violent offending	<p>The successful extension of the Multi Agency Public Protection Arrangements (MAPPA) to those who pose a risk of serious harm has provided an additional multi-agency mechanism for the management of such offenders.</p> <p>Ensure best practice from Violent Offender Watch (VOW) and Community in Motion (CIM) in terms of prevention, early intervention and restorative justice from North East locality is replicated across all neighbourhood areas through Family and Household Support, School Link Officers and other community resources.</p>	

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

Improving community cohesion, participation and infrastructure

Summary: The most common volunteering activities in Edinburgh were: youth and children; children's activities associated with schools; hobbies / recreation / arts / social clubs; and health, disability and social welfare. This is similar to volunteering across Scotland. Men were significantly more likely to volunteer in relation to sports and fitness activities, while women were much more likely to volunteer in relation to school activities. The gender-gap in volunteering in these areas is slightly larger in Edinburgh than in Scotland as a whole.

Volunteering Rate (Scottish Household Survey)



Given sample sizes involved in the Scottish Household Survey in Edinburgh, there is no significant change in the level of volunteering over the last four years. This is against a backdrop of nationally reducing figures recorded by the same survey – 30% in 2011, compared to 27% in 2015. In Edinburgh in 2015, those most likely to volunteer are women (37%) rather than men (32%) and those aged 40 to 64 (38%) compared to all other age groups (33%). A similar pattern is observed in Scotland as a whole.

Volunteering is generally more likely as respondent income increases – 42% of those with household incomes above £30k per year volunteer, compared to only 27% of those with incomes up to £15k. However low income households and households in areas of multiple deprivation in Edinburgh are more likely to volunteer than low income / deprived households in the rest of Scotland.

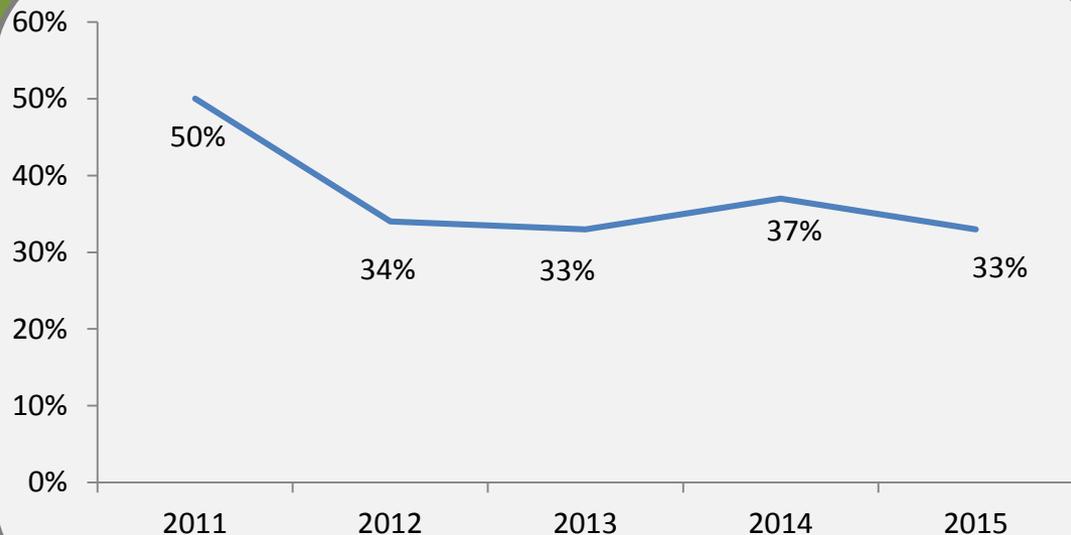
Edinburgh's communities are safer and have improved physical and social fabric

Improving community cohesion, participation and infrastructure

Summary: 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.

The Council is preparing a significant reorganisation to its asset base to facilitate locality working. Co-location opportunities are currently being developed with all partners to reflect the new locality and partnership working themes of the public sector. Forums for alignment of property requirements across the public sector are being developed to reflect transformation agendas and changing city demographics.

● % 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.

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

Improving community cohesion, participation and infrastructure

Commitment to Action	Comment	Status
Scope the opportunities for shared service delivery from existing and new assets for inclusion in the Locality Improvement Plans and the Local Development Plan Action Plan	Short life working groups drawn from the localities leadership teams are being established to assess the asset base across all partners and opportunities for doing things differently, which will be described in the asset section of the Locality Improvement Plans.	
Complete pilot locality based studies in Wester Hailes - building on the model of co-location and review of assets	The Wester Hailes campus model continues to be developed with the localities manager to ensure that the appropriate teams are located in the right places, in line with the Council's new operating model. A key aspect is the Health and Social Care Partnership requirements, and information is now beginning to be available from the review to inform the accommodation strategy.	
Align housing investment, planning policy and asset strategy to maximise new homes	CEC asset strategy and working arrangements give consideration to potential use of surplus sites for housing-led development and/or other strategically important uses. Potential to extend approach to all relevant partners.	
Facilitate working models of community asset transfer under the City of Edinburgh Council's new Asset Transfer Policy	There are presently 23 notes of interest in potential community asset transfers, however none of these have yet progressed to a formal business case submission. The Council will continue to provide advice and support for those bodies interested in asset transfer.	
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	Active Travel Forums, which meet quarterly have been set up to allow people in the city to input into policies and proposals for improving active travel. The Active Travel Forum has members representing <ul style="list-style-type: none"> • walking and cycling groups • disability groups • local businesses • community councils and individuals. 	
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	11 training courses with various groups were delivered. This approach is informing the Living Well and Joining the Dots work in Wester Hailes and Sighthill, and will feature in other locality work.	

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

Improving community cohesion, participation and infrastructure

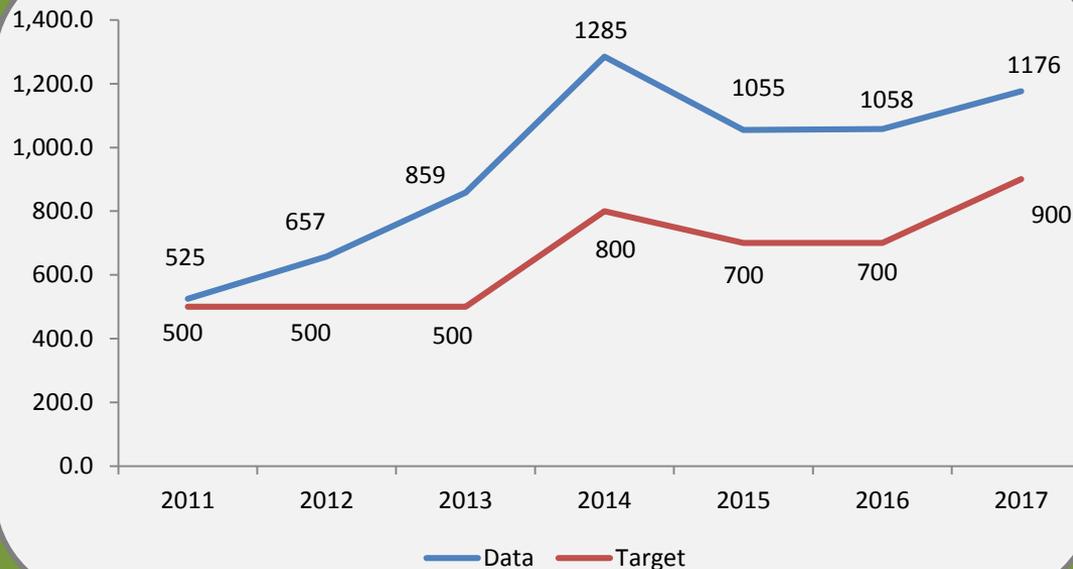
Commitment to Action	Comment	Status
To provide a range of programmes to challenge and break down social isolation amongst adults and young people	20,000 enrolments in the Adult Education Programme, a rise of 2,000 on the previous reported year. The city-wide Programme now fully integrates the programmes of the community high schools.	
To increase the range and quality of volunteering opportunities across the city	Citizens of Edinburgh donated 270,000 hours per week in 2015 through varied activities e.g. governance of charities, delivering services, campaigning & advocacy. This takes place across the voluntary and statutory sectors in areas such as health & social care, education, sport, arts/culture & the environment. Volunteering supports & complements the work of paid staff. However 56% of organisations report that they do not have enough volunteers and 74% report that their current volunteers are giving more hours than last year. In Libraries, volunteers donated 17,500 hours of time. Community Centre Management Committees are run by approximately 300 volunteers.	
To maximise community access to local authority schools for a range of purposes	CATS programme continues to be implemented across the high school estate.	

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

Increasing availability of affordable housing

Summary: New affordable homes continue to be delivered citywide. There are over 4,000 homes across the city which have been on site this year, are currently under construction, or are due to go on site in the next financial year. 120 new affordable homes delivered through National Housing Trust (NHT) developments will complete this year. The Council has committed over £100 million for almost 1,000 NHT homes across the city and eight Limited Liability Partnerships (LLPs) have been established. It was originally intended that there would be nine LLPs but one (for 23 homes on a small site) was unable to be established. The Strategic Housing Investment Programme (SHIP) 2017-22 identifies a pipeline of almost 6,000 potential completions over five years; a 50% increase on the previous SHIP.

Number of affordable homes completed



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.

A report to the Edinburgh Partnership Board in March 2016 received support from Community Planning partners to support the strategy and identify potential opportunities for collaborative working that would maximise the wider benefit to the city.

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

Increasing availability of affordable housing

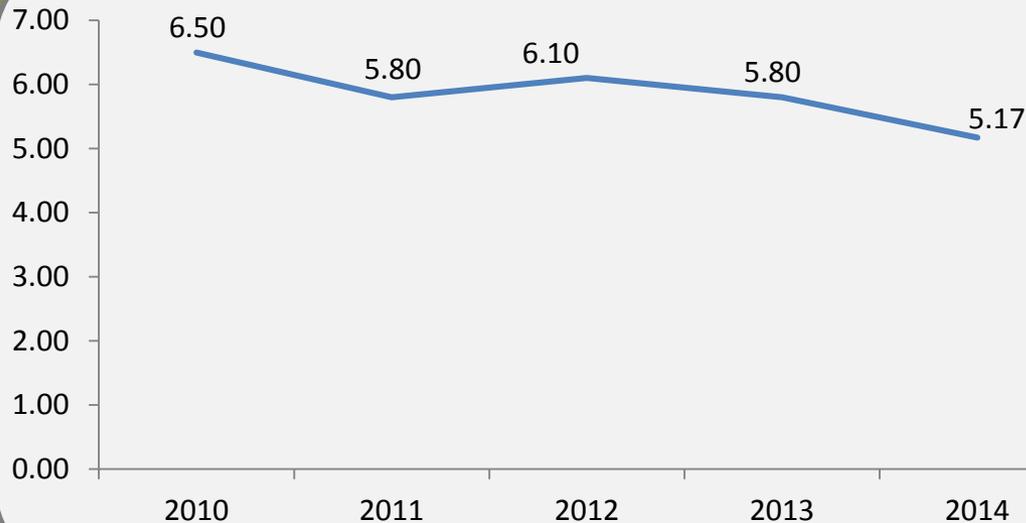
Commitment to Action	Comment	Status
Increase the number of National Housing Trust Limited Liability Partnerships from five to nine which will deliver 900 mid market rent homes	In 2016/17, the NHT programme delivered 108 units through two projects at Sandpiper Road and Fruitmarket.	
People assessed with 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	In 2016, 20 people awaiting discharge from hospital were housed through the Housing Matching Group. 14 of these people were under 65.	

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

Reducing greenhouse gas emissions

Summary: The Edinburgh Sustainable Development Partnership has developed a web site www.sustainableedinburgh.org to publicise case studies and events that promote sustainability across the city. All organisations, businesses, charities etc across the city are requested to upload projects and events that assist in working towards the commitments to action.

CO2 emissions (tonnes per capita)



In June each year, the inventory is updated to take into account the latest year's emissions, and may also be revised historically as a result of improved data and methodology. Data is provided by the Dept. for Business, Energy & Industrial Strategy.

There has, in general, been a decline in carbon emissions across the UK due to a decrease in coal and gas usage for electricity generation.

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

Improving community cohesion, participation and infrastructure

Commitment to Action	Comment	Status
Continue promotion of active travel and/or electric transportation (depending on decarbonisation policies regarding electric supply)	Continued extension of electric car charging infrastructure across the city.	
Partners implement actions that they can take to individually reduce carbon	Partners individually delivering on projects to reduce carbon emissions. Reporting to Scottish Government annually under the Climate Change (Scotland) Act 2009.	
Partners jointly implement bi-lateral and multi-lateral actions they can work on together to reduce carbon during 2016/17 & 2017/18	To be addressed as part of work programme once new ESDP chair in place. No evidence of joint or multi-lateral project delivery on the ground. (ESDP currently relying on partners to work jointly and report to ESDP).	
Facilitate during the development of the next Community Plan a holistic approach towards achieving a sustainable Edinburgh	Away Day for the Edinburgh Partnership Board (21 April 2017) to explore an holistic approach to partnership working in the development and delivery of a Community Plan (2018 – 2023) based on the three domains of sustainability.	
Develop and deliver Resilient Edinburgh: Climate Change Adaptation Action Plan for the city in partnership with key stakeholders and local communities	Adaptation Action Plan developed and launched in December 2016 in partnership with over 50 stakeholders across the city. Number of actions implemented, or in the process of being implemented. Steering Group (chaired by the Royal Botanic Garden Edinburgh) monitor progress of Action Plan.	

Local Government Benchmarking Framework

2015/16

Introduction

This report provides information on the publication of 2015/16 data provided by the Scottish Local Government Benchmarking Framework (LGBF). The publication and use of these data form part of the Council's statutory requirements for public performance reporting as directed by the Accounts Commission.

Led by [SOLACE](#), with the support of the [Improvement Service](#), this project aims to provide a benchmarking toolkit to support the targeting of local government resources to areas of greatest impact. The framework allows local authorities to compare their own performance across a suite of 60 indicators of efficiency (unit cost) and outcomes, covering all areas of local government activity.

Data published through the framework are an important resource to complement and inform the Council's own corporate performance framework, providing national comparators and other benchmarks for the key performance indicators considered each month by the Council's Corporate Leadership Team.

2015/16 Local Government Benchmarking Framework

A report providing Scotland level results and trends from analysis of benchmarking data for the five years to 2015/16 was published by the Improvement Service in February 2016. A full report on Scotland level results is available at the [Local Government Benchmarking website](#).

Alongside this report, the [My Local Council](#) website provides full detail on all indicators published as part of the Local Government Benchmarking Framework. Tools available at the website allow users to examine the most recent published datasets, look at trends over time, and compare City of Edinburgh Council performance against that of other Councils in Scotland.

Following this national publication, guidance provided by the Accounts Commission requires councils to use this framework as part of their annual local public performance reporting schedule. The benchmarking framework is split into seven themes and these are:

Children's Services

Environmental Services

Corporate Services

Culture and Leisure Services

Adult Social Care Services

Housing Services

Economic Development

This report provides a short overview of 2015/16 results for Edinburgh under the three overlapping strategic themes outlined in the Council's Business Plan 2016-20: **improve quality of life, ensure economic vitality, build excellent places** and our overarching commitment across all these themes, to provide best value for the people of Edinburgh and to **deliver lean and agile Council services**.

Appendix 1 of this report shows Edinburgh's performance over the past 6 years along with a league table showing comparison to the other 32 Local Authorities.

Improve Quality of Life

A summary of data for **Children's Service** shows that:

- S6 attainment rates for pupils in the 20% most deprived areas of the city show an improvement over the past five years from 8% in 2011/12 to 14% in 2015/16 2013/14 with Edinburgh moving to 13th place from 16th.
- Work prospects in terms of Positive Destinations have improved for Edinburgh residents since 2011. Positive Destinations tracks all school leavers (15-18yrs) and in March 2017 the figure was 93.7% for Edinburgh, a significant improvement on 2010/11 when the figure was 87.4% for Edinburgh.
- Cost per pupil of primary and secondary education, and pre-school registration remain below the Scottish average with primary ranked as the 4th, secondary ranked as the 6th and preschool costs per pupil ranked as the 3rd lowest in Scotland.
- Satisfaction with schools showed a drop in 2015/16 of 7.4% to 65.3%, the lowest rating in Scotland, according to a Scotland-wide survey.

A summary of data for **Older People's Care and Adult Social Care Services** shows that:

- For percentage of people 65+ with intensive needs receiving care at home indicator, Edinburgh ranks 16th out of 32 Local Authorities and shows performance above the Scottish average. This indicator describes people with high level support which are supported within their own home or community rather than a residential or hospital setting.
- The cost per resident of adult residential care and cost of home care provision have dropped compared to previous year. Edinburgh ranked 3rd for residential care and 16th for home care.
- Edinburgh has had a high percentage of social work spend on adults for a number of years. This reflects the pioneering approach to Direct Payments that the Council has taken over a number of years. Edinburgh continues to have a relatively high percentage of total social work spend on direct payments (6.7%), third to first Glasgow (27.6%) and to second Aberdeenshire (7.9%) and slightly above the Scottish average of 6.6%.
- Satisfaction with Adult social care services fall from previous year, with only 77.2% of adults receiving any care or support who rate it as excellent or good and 81.6% of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life, according to latest data from the Scottish Household Survey. Edinburgh ranking against other authorities for both these measures remains in the last quartile and below the Scottish average.

A summary of data for **Culture and Leisure Services** shows that:

- For the third year in a row, Edinburgh libraries offer the best value in Scotland in terms of cost per visit. Satisfaction with libraries has decreased slightly but is still above Scottish average.
- Cost per attendance at sport and leisure facilities has fallen slightly, with satisfaction 1% below the Scottish average of 75.7%.
- Satisfaction with museums and galleries remains among the highest in Scotland (dropping from No 2 last year to No 3 this year) with costs per visit rising but still among the lowest in Scotland and well below the Scottish average of £3.07.
- Cost per parks and open spaces has increased slightly, with satisfaction 5.6% above the Scottish average of 85.7%.

A summary of data for **Domestic Noise** shows that:

- Definition for the domestic noise complaints now includes both parts of the indicators which is the average time between time of complaint and attendance on site, for those requiring attendance on site. Edinburgh ranks 10th for 2015/16.

Ensure Economic Vitality

A summary of data for **Economic Development** shows that:

- 10.58% of unemployed people assisted into work by Council funded/operated Employability Programmes, a slight decrease compared to 2014/15 and a significant increase compared to 2012/13. Edinburgh ranked 16th and is below the Scottish average of 14.1%.

Further benchmarking data for economy is available through the [Scottish Local Authority Economic Development Group \(SLAED\)](#) framework which was published in December 2016.

A summary of data for **Planning** shows that:

- Cost per planning application have decreased more than halved compared to 2011/12 with Edinburgh ranked 19th out of 32 Local Authorities in 2015/16. The average time per commercial planning application has also decreased with Edinburgh's performance well below the Scottish average.

Build Excellent Places

A summary of data for **Housing Services** shows that:

- Rent lost on empty homes reduced in 2015/16, putting Edinburgh among the best 3 Local Authorities (North Ayrshire 1st and West Lothian 2nd) with two other urban cities, Aberdeen ranked 24th and Dundee ranked 20th.
- The average time taken to complete non-emergency repairs has risen from 8 to 9.2 days and just slightly below the Scottish average of 9.4 days.
- At the end of March 2016, the Council brought 75.7% homes to the Scottish Housing Quality Standard. The remaining homes are either exempt or require private owner agreement to make the improvements.
- Majority of local authorities, including Edinburgh, saw rent arrears increase between 2013/14 and 2015/16. Gross rent arrears increased from 6.3% to 7.8% in Edinburgh, which is 1.5% above the Scottish average.

A summary of data for **Environmental Services** shows that:

- Waste collection net cost per premise has fallen by 20% on last year and Edinburgh ranked 18th compared to 24th in 2014/15. The waste disposal net cost per premise has increased with Edinburgh ranked 17th compared to 7th previous year.
- Street cleaning costs have remained relatively static over the past three years. The city continues to have a good performance in this area with around 90% of streets considered to be meeting expected cleansing levels.
- Recycling rates continue to improve and Edinburgh has the highest rate compared to the three city comparators (Aberdeen 38.5%, Glasgow 26% and Dundee 33.3%). Large increases in food waste recycling, with tonnages collected increasing by 51% for 15/16 than in 14/15 and by 71% than in 13/14 have contributed to the increase in performance.

- The cost of road maintenance (per km) has increased from last year and with £23,625 is well above the Scottish average of £10,791.
- The cost of delivering environmental health has increased this year and remains the most costly in Scotland per 1000 population and well above the Scottish average.
- The percentage of A, B, C class roads that should be considered for maintenance treatment have all decreased slightly which has resulted in Edinburgh's position below the Scottish averages.

Deliver Lean and Agile Services

A summary of data for **Corporate Services** shows that:

- Democratic core service costs as a % of total Council running costs have decreased slightly since 2014/15. These costs extend beyond direct support to members, with the majority of expenditure relating to officer support of the Council's democratic structures.
- Women account for 49.3% of the top 5% earning council staff. This places Council at 20th compared to 9th previous year and below the Scottish average.
- The cost per dwelling of collecting council tax has fallen over the past three years, but is still among the highest in Scotland.
- The council paid 97% of all invoices within 30 days in 2015/16 and ranks the 2nd best performing in Scotland.
- Sickness absence rate for teachers has improved to 4.8 working days (4th lowest rate in Scotland) and remained the same for other employees with an average of 10.7 working days lost during 2015/16 and above the national average of 10.6.
- Performance for Council accommodation that is suitable for its current use has increased slightly although remains as the lowest in Scotland compared to other Local Authorities.

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