

Notice of meeting and agenda

Corporate Policy and Strategy Committee

10.00am, Tuesday, 22 January 2013

Dean of Guild Court Room, City Chambers, High Street, Edinburgh

This is a public meeting and members of the public are welcome to attend

Contact

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1. Order of business

- 1.1 Including any notices of motion and any other items of business submitted as urgent for consideration at the meeting.

2. Declaration of interests

- 2.1 Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

3. Deputations

- 3.1 If any

4. Minutes

- 4.1 Minute of the Policy and Strategy Committee of 4 December 2012 (circulated) – submitted for approval as a correct record.

5. Key Decisions forward plan

- 5.1 Corporate Policy and Strategy Committee Key Decisions Forward Plan January to April 2013 (circulated)

6. Business Bulletin

- 6.1 Corporate Policy and Strategy Committee Business Bulletin 22 January 2013 (circulated)

7. Executive decisions

- 7.1 Policy Development and Review Sub-Committee Work Programmes – report by the Director of Corporate Governance (circulated)
- 7.2 Pensions Auto-enrolment – report by the Director of Corporate Governance (circulated)
- 7.3 Non-Domestic Rates – Discretionary Rating Relief – report by the Director of Corporate Governance (circulated)
- 7.4 Welfare Reform – Further Update - report by the Director of Corporate Governance (circulated)
- 7.5 Achieving Excellence Performance Report to October 2012 – report by the Director of Corporate Governance (circulated)

8. Routine decisions

- 8.1 imProve it Programme Update – report by the Director of Services for Communities (circulated)

9. Motions

- 9.1 If any

Carol Campbell

Head of Legal, Risk and Compliance

Committee Members

Councillors Burns (Convener), Cardownie (Vice-Convener), Burgess, Chapman, Child, Nick Cook, Edie, Godzik, Ricky Henderson, Hinds, Lewis, Mowat, Rankin, Rose and Ross.

Information about the Corporate Policy and Strategy Committee

The Corporate Policy and Strategy consists of 15 Councillors and is appointed by the City of Edinburgh Council. The Corporate Policy and Strategy Committee usually meets every four weeks.

The Corporate Policy and Strategy Committee usually meets in the Dean of Guild Court Room in the City Chambers on the High Street in Edinburgh. There is a seated public gallery and the meeting is open to all members of the public.

Further information

If you have any questions about the agenda or meeting arrangements, please contact Louise Williamson, Committee Services, City of Edinburgh Council, City Chambers, High Street, Edinburgh EH1 1YJ, Tel 0131 529 4830, e-mail louise.p.williamson@edinburgh.gov.uk .

A copy of the agenda and papers for this meeting will be available for inspection prior to the meeting at the main reception office, City Chambers, High Street, Edinburgh.

The agenda, minutes and public reports for this meeting and all the main Council committees can be viewed online by going to www.edinburgh.gov.uk/cpol.

Corporate Policy and Strategy Committee

10.00 am, Tuesday, 4 December 2012

Present

Councillors Burns (Convener), Cardownie (Vice-Convener), Burgess, Chapman, Child, Nick Cook, Edie, Godzik, Ricky Henderson, Hinds, Lewis, Mowat, Rose and Ross.

1. Minute

Decision

To approve the minute of the Corporate Policy and Strategy Committee of 6 November 2012 as a correct record.

2. Corporate Policy and Strategy Committee Key Decisions Forward Plan December 2012 to March 2013

The Corporate Policy and Strategy Key Decisions Forward Plan for December 2012 to March 2013 was presented.

Decision

To note the Key Decisions Forward Plan for December 2012 to March 2013.

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

3. Corporate Policy and Strategy Committee Bulletin 4 December 2012

The Corporate Policy and Strategy Business Bulletin for 4 December 2012 was presented.

Decision

To note the Business Bulletin.

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

4. Welfare Reform - Update

The Committee had agreed that the new Corporate Policy and Strategy Committee should retain oversight of Welfare Reform and establish a corporate programme to deliver the changes involving the Council. The Committee had requested a draft mitigation plan setting out how the Council would deal with specific impacts of Welfare Reform.

An update on Welfare Reform and the progress being made by the Council and partners to develop arrangements to mitigate, where possible, the negative impact of the UK Government's welfare reforms was provided.

Decision

- 1) To note the progress being made on assessing the impact of welfare reforms and developing partial mitigation strategies.
- 2) To welcome the announcement of additional Scottish Government funding of £9.2m for the Scottish Welfare Fund, in addition to Social Fund monies being transferred from the DWP, and agree to receive a further report on how the Council would administer the Fund from 1 April 2013.
- 3) To agree to receive a further report on the new investment to increase welfare rights advice and advocacy services in the Council and Third Sector as detailed in paragraph 2.36 of the report by the Director of Corporate Governance to be considered as part of the 2013/14 budget planning work.
- 4) To agree to receive a further report on funding required to match the Discretionary Housing Payments (DHP) allocation by a factor of 1.5 times.
- 5) To agree to receive a further report on representations to the Scottish Government for adequate funding of set up costs for the new Council Tax Reduction Scheme.
- 6) To note the cost of the corporate programme team, and welfare reform communications being prepared for staff and the public, was estimated at £0.08m in 2012-13 and £0.216m in 2013-14 and that these costs would be funded from existing resources within Directorates.
- 7) To ask for a further report in January 2013 on proposals for closer collaboration with the Third Sector on welfare information advice.
- 8) To offer members a briefing on the implications for homelessness services.

(References – Policy and Strategy Committee of 2 October 2012 (item 4); report by the Director of Corporate Governance, submitted.)

5. Policy Development and Review Sub-Committee Work Programmes

The work programmes for the Policy Development and Review Sub-Committees of the Economy and Health, Wellbeing and Housing Committees were presented.

Decision

- 1) To note the policy development and review work programmes for the Economy and Health, Wellbeing and Housing Committees.
- 2) To note that work programmes for the remaining Policy Development and Review Sub-Committees would be referred to future meetings of the Corporate Policy and Strategy Committee.

(References – Act of Council No 8 of 20 September 2012; report by the Director of Corporate Governance, submitted.)

6. ICT Strategy Development

Details were provided on an ICT strategy currently being developed to outline how ICT would support the Capital Coalition Commitments, the Council's strategic needs and enable transformational change. The development of the strategy aimed to reflect the Council's current strategic and changing information needs.

Decision

- 1) To agree the direction of travel for the ICT Strategy.
- 2) To agree to be engaged in the development of the strategy.
- 3) To note that further updates would be provided as the strategy developed.
- 4) To ask the Director of Corporate Governance to brief Group leaders and Conveners on the background to the development of the Strategy.

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

7. Corporate Resilience: Annual Report (1 October 2011 to 30 September 2012)

Details were provided on the Corporate Resilience activities and initiatives undertaken during the period 1 October 2011 to 30 September 2012.

Decision

- 1) To note the resilience activities undertaken.

- 2) To ask that an annual update report be provided.

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

8. Annual Performance Report 2012

Details of the Annual Performance of the Council for 2011/12 were provided.

Decision

To approve the 2011/12 Annual Performance Report.

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

9. Local Development Plan – Aims and Delivery

Details were provided on the Council's first Local Development Plan. This plan was to replace two existing local plans and would guide the growth of the city.

Decision

- 1) To note that the first Local Development Plan for Edinburgh was being prepared and that it would meet the growth requirements in the strategic development plan for South East Scotland.
- 2) To note the five aims for the Local Development Plan as detailed in paragraph 2.1 in the report by the Director of Services for Communities.
- 3) To note that the adopted Local Development Plan would be accompanied by a statutory Action Programme to be updated periodically, and request that the first Action Programme and subsequent updates should be reported for approval by the Corporate Policy and Strategy Committee as well as by the Planning Committee.

(Reference – report by the Director of Services for Communities, submitted.)

10. Operational Governance - Update

The Governance, Risk and Best Value Committee had referred a report detailing the Council's governance review programme, updates on key areas of the corporate risk register and the significant progress made in key areas.

Decision

To note the Council's governance review programme, the updates on key areas of the corporate risk register and the significant progress made in relation to operational governance.

(References – Governance, Risk and Best Value Committee of 6 November 2012 (item 7); report by the Head of Legal, Risk and Compliance, submitted.)

Corporate Policy and Strategy Committee

January 2013 to April 2013



Item	Key decisions	Expected date of decision	Wards affected	Director and lead officer	Coalition pledges and Council outcomes
1.	Work Programme Overview: Policy Development and Review Sub-Committees	22 January 2013 and 26 February 2013	All	Director: Alastair Maclean Director of Corporate Governance Lead officer: Kirsty-Louise Campbell Governance Manager 0131 529 3654 Kirstylouise.campbell@edinburgh.gov.uk	CO26
2.	Information Compliance	26 February 2013	All	Director: Alastair Maclean Director of Corporate Governance Lead officer: Kirsty-Louise Campbell Governance Manager 0131 529 3654 Kirstylouise.campbell@edinburgh.gov.uk	CO24-26
3.	Regulation of Investigatory Powers (Scotland) Act 2000	26 February 2013	All	Director: Mark Turley Director of Service for Communities Lead Officer: Susan Mooney Head of Community Safety 0131 529 7857 Susan.mooney@edinburgh.gov.uk	CO24-26

Corporate Policy and Strategy Committee

10am, Tuesday, 22 January 2013

Dean of Guild Courtroom, City Chambers, High Street, Edinburgh

Corporate Policy and Strategy Committee

Convener:	Members:	Contact:
<p>Councillor Andrew Burns</p>  <p>Vice Convener:</p> <p>Councillor Steve Cardownie</p> 	<p>Councillors: Burns (Convener), Cardownie (Deputy Convener), Buchanan, Burgess, Chapman, Child, Nick Cook, Edie, Godzik, Ricky Henderson, Hinds, Lewis, Mowat, Rankin, Rose</p>	<p>Kirsty-Louise Campbell Governance Manager Tel: 0131 529 3654</p>

Recent news	Background
<p>Council Culture and Values</p> <p>The Council's values are being developed to:</p> <ul style="list-style-type: none"> • drive behaviour to deliver culture change and service outcomes; • respond to audit inspections and stakeholder feedback; and • improve performance and reputation. <p>The need to review our existing values to make them fit for purpose and meaningful to staff was highlighted in the Investors in People Audit (December 2011) and the Assurance Improvement Plan (Best Value Audit, November 2012).</p> <p>Over the past couple of months, staff, residents, partners and Elected Members have been consulted on what the Council's values should be. Based on their priorities, a set of shared</p>	<p>Davina Fereday, Research and Development Manager, Policy and Public Affairs</p>

values has been developed and approved by Corporate Management Team. The proposed values will be tested by a new Staff Sounding Board and the trade unions, followed by a report to Committee for approval.

The values are aligned with the Council's Performance Framework and vision, approved by Council on 25th October.

This consultation highlighted the need to have a more meaningful set of values that say what we stand for and strive to be, as well as being customer-focused and led by staff. The top themes were around: customer focus (listening, engaging and being a caring organisation); integrity (being honest, transparent and accountable); efficiency (working together, providing value for money and demonstrating this); and being a forward thinking organisation.

Best Value Audit

The Council's Best Value Audit is underway with the first two weeks of the onsite visit completed. This has involved a series of interviews, focus groups, observations and documentary reviews. The audit will continue into the new year with more meetings arranged for January.

The Corporate Management Team will receive feedback from Audit Scotland at the end of January 2013. They will then work with us to develop the Best Value report which will be finalised in March 2013 and published in May 2013. Elected Members will be kept fully apprised of developments and next steps.

[Sarah Mackenzie,](#)
[Business Intelligence](#)
[Manager, Policy and](#)
[Public Affairs](#)

Edinburgh People Survey 2012

The Edinburgh People Survey was completed this Autumn, involving 5000 face-to-face interviews with residents. This is the sixth such survey to be carried out.

The survey is a representative sample of Edinburgh residents, providing good coverage of postcodes across the city. Topline results show a positive upward trend in satisfaction with the delivery of local services and perceptions of the Council.

The results will be analysed by neighbourhood partnership area and reported to Policy and Strategy Committee in February 2013. The survey is embedded in the Council's Performance Framework and local and strategic service planning.

[Davina Fereday,](#)
[Research and](#)
[Development Manager,](#)
[Policy and Public Affairs](#)

Edinburgh Tram Byelaws Consultation

The Edinburgh Tram Acts of 2006 set out a legal framework for the construction and operation of the tram network. The Act also empowered the Council to make byelaws to regulate matters around the operation and the protection of the tram assets.

[Chris Highcock,](#)
[Corporate Projects](#)
[Manager - Governance,](#)
[Legal, Risk and](#)
[Compliance](#)

On 22 November 2012 the City of Edinburgh Council agreed a set of draft byelaws and authorised a statutory procedure to have them confirmed by the Minister. This includes advertising that the byelaws have been made and facilitating a period of public consultation. Any representations are made direct to the Scottish Ministers, not to the Council. We are merely facilitating the process by making and publicising the byelaws along with advising of the process for commenting on them.

The Tram Stakeholder / Enquiries Team have taken the following actions:

- A public notice was drafted and agreed with Transport Scotland and the Tram Project. This explained the purpose of the byelaws, how a copy can be obtained and stated how comments could be made to the Ministers.
 - This notice will be published in the Scotsman and Evening News today, 17 December.
 - The notice and a copy of the byelaws have been deposited at reception in the City Chambers and at Waverley Court.
 - The notice has been placed on the Council and Tram websites with a note of how to download the draft byelaws.
 - A copy of the notice and a copy of the byelaws have been circulated to all of the City of Edinburgh Council libraries.
 - Copies of the byelaws can also be requested from the Tram helpline or through the enquiries team email address

The consultation period lasts for 28 days. At the end of that period, the Council formally submits the byelaws to the Scottish Government for confirmation by the Minister. The Minister will take any representations into account and then either confirm them as made, confirm them with modifications, or refuse to confirm them.

Cooperative Capital

On 25 October 2012 the Council agreed a 'Framework to Advance a Cooperative Capital 12/17' and announced the establishment of the Cooperative Development Unit (CDU).

The CDU sits within Policy and Public Affairs Division and is tasked with coordinating delivery across the five themes of the Framework. Critical to this work is the commitment to providing opportunities and support to expand service delivery through cooperatives. In this regard an initial audit

[Nick Croft, Corporate Policy and Strategy Development Manager, Policy and Public Affairs](#)

has been completed to identify existing cooperatives in the city and these organisations have been gathered together to discuss development needs.

In addition, there have been a number of seminars to explore the possibilities of expanding cooperative provision in housing, energy, child care and social care.

The CDU has also secured expert advice for cooperative development through Cooperative Development Scotland, as part of the new Business Gateway service at Waverley Court.

Forthcoming activities:

Corporate Policy and Strategy Committee

10am, Tuesday, 22 January 2013

Policy Development and Review Sub-Committee Work Programmes

Item number	7.1
Report number	
Wards	All

Links

Coalition pledges

Council outcomes [CO26](#)

Single Outcome Agreement

Alastair D Maclean

Director of Corporate Governance

Contact: Kirsty-Louise Campbell, Governance Manager

E-mail: kirstylouise.campbell@edinburgh.gov.uk | Tel: 0131 529 3654

Executive summary

Policy Development and Review Sub-Committee Work Programmes

Summary

On 20 September 2012 the Council approved new political management arrangements that have been in place from 29 October 2012 along with new committee business processes to support transparency and public engagement. In line with the new governance arrangements, each executive committee will agree an annual work programme for their policy development and review sub-committee.

These work programmes will be linked to key priorities and outcomes, the capital coalition pledges, strategic plan and once agreed following the budget consultation process, the five year business plan.

Following approval by the respective executive committee the work programmes are then referred to the Corporate Policy and Strategy Committee.

On 4 December 2012, the committee noted the work programme for the Economy and Health, Wellbeing and Housing Committees.

Work programmes have now been agreed for the Education, Children and Families, Finance and Budget, Transport and Environment Committees are attached for information and feedback.

Recommendations

To recommend that the Corporate Policy and Strategy Committee considers the policy development and review work programmes for the Education, Children and Families, Finance and Budget and Transport and Environment Committees.

Measures of success

Each individual area of policy development and review work programmes will have measures of success attributed to individual areas of policy.

Financial impact

There are no direct financial implications as a result of this report.

Equalities impact

There are no equalities impacts as a result of this report.

Sustainability impact

There is no sustainability impact as a result of this report.

Consultation and engagement

No applicable.

Background reading / external references

[Council 20 September 2012 – Minute](#)

[Council 20 September 2012 – Governance Review: Political Management Arrangements](#)

Links

Coalition pledges

Council outcomes **CO26** - The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives.

Single Outcome Agreement

Appendices

Appendix one – Education, Children & Families work programme

Appendix two – Finance and Budget work programme

Appendix three – Transport and Environment work programme

Education, Children and Families Committee

Work programme outline

Policy Development and Review Sub-Committee

From February 2013

Title / description	Sub section	Category or type	Lead officer	Starting point	Stakeholders	Progress updates	Start date	Due date
Vision for Schools		Pledges 1 – 6 Policy Development	Gillian Tee	Draft vision produced in consultation with head teachers. Wider consultation will take place with a range of stakeholders and interested parties	School staff, parents, pupils, elected members, community groups with an interest in schools and education.	PDR Sub-Committee Feb 2013. E, C & F Committee March 2013.	4 February 2013	5 March 2013
Improving Community Access to Schools		Policy Review Pledge 04	David Bruce	Committee Report approved 9.10.12. Short Life Working	Schools, community users, Edinburgh Leisure	E, C & F Committees Dec 2012 and March 2013.	4 February 2013	Report to E, C & F Committee, 5 March 2013. Implementation in August 2013.

Title / description	Sub section	Category or type	Lead officer	Starting point	Stakeholders	Progress updates	Start date	Due date
				Group will take forward key tasks.				
Strengthening Support for Pupils with Behavioural Difficulties		Pledge 01 Policy Review	Mike Rosendale/Alistair Gaw		School and C&F central staff, pupils, parents		4 February 2013	
Estate Strategy and Rising Rolls (2014 onwards)		Pledge 04 Policy Review	Lindsay Glasgow	Short Life Working Group has met three times and reported to E, C & F Committee. Five primary schools identified as priorities: Balgreen, Granton, Trinity, Victoria, Wardie.	School and C&F central staff, parents, pupils, elected members		4 February 2013	
Early Years		Pledge 01, 06 Policy Review	Aileen McLean	Launched at E, C & F Committee in January 2010. Progress of Early Years	Nursery Schools, Early Years Centres, Childcare Providers and C&F central staff, children, parents, elected members		4 February 2013	

Title / description	Sub section	Category or type	Lead officer	Starting point	Stakeholders	Progress updates	Start date	Due date
				Strategy reported in June 2011 and 2012 to same Committee. Further progress report expected in June 2013				
Educational Attainment		Pledge 05 Policy Scrutiny	Karen Prophet	A report will be presented at the E, C & F Committee on 11 December 2012.	School and C&F central staff, pupils, parents, elected members		4 February 2013	

Work programme outline

Finance and Budget Policy Development and Review Committee

29 October 2012 to 1 March 2013

Title / description	Sub section	Category or type	Lead officer	Starting point	Stakeholders	Progress updates	Start date	Due date
Council Budget Strategy and Consultation	Financial context and key themes <ul style="list-style-type: none"> Financial context – overview of funding, commitments and service pressures The “six Ps” framework, with a specific focus on procurement, property rationalisation and service prioritisation Outcome 	P25-27 and 30-31 CO 20 and 25-27	Hugh Dunn, Corporate Governance	Draft 5-Year Budget Framework	Public, business, community and senior officials.	Thursday 15 November 2012 (AM) Dean of Guild Room		

Title / description	Sub section	Category or type	Lead officer	Starting point	Stakeholders	Progress updates	Start date	Due date
	budgeting and Priority-Based Planning							
Council Budget Strategy and Consultation	Investing in prevention <ul style="list-style-type: none"> The Christie Commission Early Years Change Fund Health and Social Care Change Fund Re-ablement Personalisation Homelessness 	P1, 6 and 32 SO CO1-3 and 21	Hugh Dunn, Corporate Governance Gillian Tee, Children and Families Peter Gabbitas, Health and Social Care Mark Turley, Services for Communities	Draft 5-Year Budget Framework	Public, community and senior officials.	Tuesday 4 December 2012 (pm) Dean of Guild Room		
Council Budget Strategy and Consultation	The importance of infrastructure <ul style="list-style-type: none"> Asset Management Schools Estate Housing Care Homes 	Pledges 3-4, 8-11, 18, 23-24, 40-42 and 45. CO1, 10, 14-16, 18, 20, 22 and 24-25	Hugh Dunn, Corporate Governance Mark Steed, Services for Communities Billy McIntyre, Children and Families	Draft 5-Year Budget Framework, Corporate Asset Management Strategy 2011-15	Public, community, business and senior officials.	Tuesday 18 December 2012 (AM) Dean of Guild Room		

Title / description	Sub section	Category or type	Lead officer	Starting point	Stakeholders	Progress updates	Start date	Due date
	<ul style="list-style-type: none"> Culture and Sport 		Cathy King, Services for Communities Lynne Halfpenny, Corporate Governance Monica Boyle, Health and Social Care					
Council Budget Strategy and Consultation	Review of public consultation budget feedback and introduction of the Council's Transformation Plan	Potentially all	Hugh Dunn, Corporate Governance Tom Little, Corporate Governance Karen Kelly, Corporate Governance	Draft 5 Year Budget Framework	Public, community and senior officials.	Wednesday 23 January 2013 (PM)		

Item No 7.1 Work Programme

Transport and Environment Committee Policy Development and Review Sub-Committee

November 2012 to November 2013

Title / description	Sub section	Category or type	Lead officer	Starting point	Stakeholders	Progress updates	Start date	Due date
Recycling	Recycling services for the city.	Service design	David Lyon	Initial discussions with members and a report on appraisal of options	Public/Staff/Councillors	Meetings and discussions as per programmed timescales culminating in final report to T&E Committee	January 2013	August 2013
Local Transport Strategy	To direct the Council's Roads and Transport investment and service delivery between 2014 and 2019	Legislation	John Bury	Some works areas already have developed policy to fit into the strategy. Further discussions required with other parties.	Public/Staff/Councillors	Active discussions with Policy Development and Review Sub-Committee, further input from interested parties with a report being presented to T&E Committee in December 2013 for final sign off.	November 2012	December 2013

Corporate Policy and Strategy Committee

10am, Tuesday, 22 January 2013

Pensions auto-enrolment

Item number	7.2
Report number	
Wards	

Links

Coalition pledges	P27
Council outcomes	CO26 , CO27
Single Outcome Agreement	SO1

Alastair D Maclean

Director of Corporate Governance

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Executive summary

Pensions auto-enrolment

Summary

Changes to pensions legislation will impact on the terms and conditions of employment in the City of Edinburgh Council. This will result in all eligible job holders being automatically enrolled into a Pension scheme. The changes will have significant financial implications for the Council arising from:

- additional pension contributions;
- necessary systems, process and administrative changes;
- development and implementation of a communications strategy.

This report highlights the financial and resource implications and makes recommendations for implementing automatic-enrolment in the Council.

Recommendations

It is recommended that the Corporate Policy and Strategy Committee:

1. notes the staging date of 1 April 2013;
2. recognises the right of eligible jobholders who have already chosen to opt out, to remain opted out, by adopting the transitional period and deferring automatic enrolment until 2017;
3. notes the potential additional employers pension contribution costs, particularly if the transitional period is not adopted, estimated in this report and the additional system, administrative, communication and staff resource costs;
4. receives a further report on necessary changes to systems, policies and processes and employer pension contributions; and
5. agrees to the formation of a working group; the appointment of a project sponsor and governance arrangements; the appointment of a project manager and departmental contacts/champions; and the development of a communications strategy, to progress pensions auto-enrolment.

Measures of success

The measure of success will be the Council fulfilling its legal obligation to auto-enrol all eligible job holders by the staging date/s identified by Government and ensuring ongoing compliance with legislation.

Council adopts the transitional period

Given the inherent uncertainty around the number of employees who will remain in pension scheme membership after application of auto-enrolment, it is prudent to model a range of scenarios. A key determinant of the additional budget requirement in 2013/14 will, however, be the Council's decision whether to adopt the transitional period.

If this period is adopted, the majority of any potential additional liability arising from an increase in scheme membership would be deferred until 2017/18. Eligible new employees would automatically be enrolled but with the option for any existing member of staff to join the scheme voluntarily at any time retained. This mirrors current arrangements and would not therefore be expected to give rise to an additional liability other than where employees are automatically re-enrolled after a period of ineligibility.

The Long-Term Financial Plan (LTFP) currently includes provision of £1.175million in 2013/14 in recognition of additional employer pension contributions following introduction of auto-enrolment in April 2013.

While adoption of the transitional period is expected to limit the additional cost implications at this time, it is recommended that an element of provision sufficient to fund a net increase in membership equal to 5% of eligible employees (estimated to be some £0.27million) be retained in 2013/14, with the remaining existing provision of £0.91million then deferred until 2017/18. The appropriateness and level of provision for 2014/15 and future years will be reviewed as evidence of changes in overall scheme membership following implementation emerges.

Administrative Requirement

Pension auto-enrolment will involve significant additional ongoing administrative support, which has been estimated at 1-2 FTE. The cost of this ongoing administrative support is contained in the level of provision for 2013/14 outlined above.

Subject to Committee approval, the level of provision for auto-enrolment included in the LTFP will be rephased accordingly.

Council does not adopt the transitional period

Should the Council opt not to adopt the transitional period, the potential liability in 2013/14 is correspondingly increased by automatically re-enrolling existing staff, even if they have previously chosen to opt out. The table below illustrates the estimated cost implications at this time. The existing level of provision within the LTFP for 2013/14 equates to around 22% of take-up amongst the eligible staff group, a level considered prudent relative to that made in comparable organisations.

Additional Employer Costs per annum, for % of staff not currently in membership of the pension scheme who remain in scheme following auto-enrolment (assuming transitional period not adopted)		
10% of eligible staff	25% of eligible staff	100% of eligible staff
£0.54 million	£1.35 million	£5.4 million

Equalities impact

The changes to the Local Government pension scheme ensure that casual and short-term workers, who are predominantly lower paid and female workers, have access to an occupational pension.

Sustainability impact

There is no known environmental impact following this report.

Consultation and engagement

None at this time.

Background reading / external references

A number of appendices support this report.

- Categories of workers
- Preparing for pensions auto-enrolment - seven steps
- Workforce analysis - potential impact of auto-enrolment

Pensions auto-enrolment

1. Background

- 1.1 The Government is concerned that many people will have insufficient income to support their retirement. Pensions auto-enrolment is intended to encourage more people to save into a pension scheme to provide for their retirement.
- 1.2 Changes to the pension legislation means that all 'eligible' jobholders (see appendix 1 Categories of Workers) will need to be automatically enrolled into an appropriate pension scheme. Failure to comply with Pensions auto-enrolment regulations will result in significant fines being applied to the Council.

2. Main report

Scope

- 2.1 Currently, all Local Government employees with a contract of greater than three months automatically join the Council's occupational pension scheme, the Lothian Pension Fund (LPF). The Local Government Pension Scheme regulations in Scotland have still to be amended to allow all employees to be able to join LPF. However, this is expected to be completed in the next few months. Teachers automatically join the Scottish Teachers' Superannuation Scheme (STSS).
- 2.2 As at August 2012, 6,251 employees (29% of all staff on the payroll) are not members of a pension scheme. The number of staff who will meet the eligibility criteria to be enrolled is 2,331.
- 2.3 The Council provides payroll services to a number of external bodies, which will be affected by Pensions auto-enrolment. Subsequently, this will create additional pressures for the Council.

Preparing for Auto-enrolment

- 2.4 The Pensions Regulator has identified a number of steps to preparing for Pension auto-enrolment. The main steps are listed below with additional information and detail contained in Appendix 2.

- a) **Staging Date**

This is a date allocated by Government for implementing auto-enrolment and is based on the number of workers in the employer's PAYE scheme as at 1 April 2012. The Council's go-live date is **1 April 2013**.

b) **Review Pension arrangements**

For a **transitional period**, automatic enrolment can be deferred for eligible jobholders who have opted-out. The transitional period applies up to 2017.

It is proposed that the transitional period should be adopted.

All eligible job holders will be advised of their right to join the pension scheme. Those who decide to opt-out will be given the opportunity to reconsider their decision if their circumstances change at any time.

A decision is required to confirm that the Council wishes to utilise the transitional period.

c) **Communicate with workforce**

There is a requirement to write to all workers (except those aged under 16, or 75 and over) explaining what automatic enrolment involves. This includes communicating with current scheme members. The deadline for this communication is one month after the staging date for those previously not in a scheme and two months for scheme members.

d) **Auto-enrol**

Assessment dates for enrolment for non-pension scheme members are:

- At the staging date
- On the first day of employment
- On a worker's 22nd birthday
- At the date after the transitional period ends (2017)
- Each pay period for non-eligible worker or entitled worker

Within one month of the enrolment date, we must provide the pension fund with member information (current practice) and the eligible jobholder with enrolment information.

An eligible jobholder (once enrolled and in receipt of information from the employer) can decide to opt-out of a pension scheme but they cannot opt-out of auto-enrolment.

Eligible jobholders who choose to opt out must be re-enrolled every three years. This is to ensure that eligible jobholders who have opted out are forced to reconsider the decision on a regular basis.

Some employees are likely to fluctuate between being an eligible jobholder and non-eligible or entitled worker. This could happen for various reasons including sick pay, overtime payments, changes to contractual terms and supply working.

e) **Administrative Requirement**

When an employee moves between the categories, the Council must write to them and each time they become eligible we must auto-enrol them again. This will create an additional administrative requirement for the Council, estimated at 1-2 FTE. In addition, there is an obligation to maintain accurate records to demonstrate compliance and protect the Council against any future claims from staff who have opted out of the pension scheme.

The costs associated with the administrative requirements are contained in the provision outlined in the Financial Impact section.

f) **Contributions**

The LPF and the STSS are Defined Benefit schemes which the employer contributes to, with the current level of contributions being in excess of the minimum requirements.

Employer pension contributions will have to be paid for those employees who do not opt out of the scheme after being auto-enrolled. Analysis of the workforce is attached as Appendix 3, which identifies the potential number of employees who could join the pension scheme.

Implementation

- 2.5 Pensions auto-enrolment will have a Council-wide impact and will require a working group to be set up. The working group should include a project sponsor and governance arrangements, a project manager, workstream leads and departmental representation. It is anticipated that input will be required from the following areas, but this list is not exhaustive.
- HR & Payroll Service Centre (including Recruitment)
 - Employee Relations
 - Remuneration
 - HR Business Partner Teams
 - Finance
 - Communications
 - Departmental Contacts/Champions
- 2.6 A number of key activities, which will involve changes to systems, policies and processes, will need to be undertaken to implement auto-enrolment. This is a significant development involving resource intensive activities. These activities will be identified, planned and delivered through the working group.
- 2.7 Additional provision of £1.175million for the estimated financial impact of auto-enrolment is included within the Council's LTFP with effect from 2013/14. On the basis of available information, this is considered a prudent estimate of total potential liabilities at this stage. Should Committee approve adoption of the

transitional period, the existing provision within the LTFP will be rephased accordingly.

3. Recommendations

- 3.1 It is recommended that Corporate Policy and Strategy Committee:
- 3.1.1 notes the staging date of 1 April 2013;
 - 3.1.2 recognises the right of eligible jobholders who have already chosen to opt out, to remain opted out, by adopting the transitional period and deferring automatic enrolment until 2017;
 - 3.1.3 notes the potential additional employers pension contribution costs, particularly if the transitional period is not adopted, estimated in this report and the additional system, administrative, communication and staff resource costs;
 - 3.1.4 receives a further report on necessary changes to systems, policies and processes and employer pension contributions; and
 - 3.1.5 agrees to the formation of a working group; the appointment of a project sponsor and governance arrangements; the appointment of a project manager and departmental contacts/champions; and the development of a communications strategy, to progress pensions auto-enrolment.

Alastair D Maclean

Director of Corporate Governance

Links

Coalition pledges	P27 – Seek to work in full partnership with staff and their representatives
Council outcomes	CO26 - The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives CO27 - The Council supports, invests in and develops our people
Single Outcome Agreement	SO1 - Edinburgh's Economy Delivers increased investment, jobs and opportunities for all
Appendices	Appendix 1 - Categories of workers Appendix 2 - Preparing for pensions auto-enrolment - seven steps Appendix 3 - Workforce analysis - potential impact of auto-enrolment

Pensions Auto-enrolment	
Summary of the different categories of worker	
Category of Worker	Description of worker
Worker	<ul style="list-style-type: none"> • An employee or <ul style="list-style-type: none"> • Someone who has a contract to perform work or services personally, that is not undertaking the work as part of their own business.
Jobholder	A worker who: <ul style="list-style-type: none"> • is aged between 16 and 74 • is working or ordinarily works in the UK under their contract • has qualifying earnings.
Eligible jobholder	A jobholder who: <ul style="list-style-type: none"> • is aged between 22 and state pension age • has qualifying earnings above the earnings trigger for automatic enrolment.
Non-eligible jobholder	A jobholder who: <ul style="list-style-type: none"> • is aged between 16 and 21 or state pension age and 74 • has qualifying earnings above the earnings trigger for automatic enrolment or <ul style="list-style-type: none"> • is aged between 16 and 74 • has qualifying earnings below the earnings trigger for automatic enrolment.
Entitled worker	A worker who: <ul style="list-style-type: none"> • is aged between 16 and 74 • is working or ordinarily works in the UK under their contract • does not have qualifying earnings.

Qualifying Earnings	Age 16 – 22	22 – State Pension Age	State Pension Age – 75
Under the lower limit of the qualifying earnings band	Entitled Worker		
Between the lower limit of the qualifying earnings band and the “earnings trigger”	Non-Eligible Jobholder		
Over the earnings trigger	Non-Eligible Jobholder	Eligible Jobholder	Non-Eligible Jobholder

Preparing for Auto-enrolment Details

Preparing for Auto-enrolment

The Pensions Regulator has identified seven steps to preparing for Pensions auto-enrolment. The seven steps are:

1. **Know the staging date.**

This is a date allocated by Government for implementing auto-enrolment and is based on the number of workers in the employer's PAYE scheme as at 1 April 2012. The Councils go-live date is **1 April 2013**.

External customers, eg Lothian and Borders Fire and Rescue Services (LBFRS), will have their own staging date, which will be after the Council implementation.

2. **Assess the workforce.**

The workforce has to be assessed against a set of criteria to determine which category individuals fall into. Categorisation will determine what auto-enrolment action needs to be taken for individuals.

Identifying the appropriate category, ie eligible job holders, non-eligible job holders or entitled workers, will not always be straightforward, particularly in relation to casual/supply staff where earnings will not be known until the payroll has been processed.

3. **Review Pension arrangements**

Lothian Pension Fund (LPF) and Scottish Teachers' Superannuation Scheme (STSS) schemes are both Defined Benefits schemes registered by HMRC.

The Local Government Pension Scheme regulations in Scotland have still to be amended to allow all employees to be able to join LPF. However, this is expected to be completed in the next few months. Teachers automatically join the Scottish Teachers' Superannuation Scheme (STSS).

The transitional period is optional and does not stop employees joining the scheme, but avoids the need for the Council to monitor eligible job holders for inclusion in the first three year review. A decision is required to confirm if the Council wishes to utilise this option.

4. **Communication**

There are different information requirements for each category of worker. Sample templates are available from Pension Regulator website.

The recent changes in the scheme rules will bring their own confusion. New LGPS regulations will open up the scheme to all employees regardless of pensions auto-enrolment. This will include staff who will not meet the 'eligible jobholder' criteria. Therefore for those under 22, or below the earnings trigger, the communications will be conflicting.

5. **Auto-enrol**

An eligible jobholder (once enrolled and in receipt of information from the employer) can decide to opt-out of a pension scheme but they cannot opt-out of auto-enrolment.

As an employer, we cannot provide jobholders with an opt-out form or promote this. We can provide directions on where to find information about pensions and savings for retirement. Opt-out information can be held on the LPF/STSS website but not on the Council's website.

6. **Register**

We are required to register with The Pension Regulator shortly after our staging date. Registration is a straightforward online process that must be completed by July 2013.

7. **Contributions**

Based on 10% of auto-enrolled staff remaining in the scheme, the additional cost in employer's pension contribution would be £540,000 (per annum). This is based on the assumption that a large proportion of auto-enrolled staff opt out of the scheme at the first opportunity. If this is not the case, the cost to the Council would rise in direct proportion.

Analysis of workforce not currently in a pension scheme

Number of employees by category:

Qualifying Earnings	Age 16 - 22	22 – State Pension Age	State Pension Age - 75
Below lower limit (up to £6,055)	Entitled Worker = 3,391		
Between lower limit and earnings trigger (£6,055 - £8,105)	Non-Eligible Jobholder = 466		
Over earnings trigger (£8,105+)	Non-Eligible Jobholder = 24	Eligible Jobholder = 2,331	Non-Eligible Jobholder = 30

Analysis of Eligible Jobholders by Department:

Department	Number of Employees
City Development	6
Corporate Governance	132
Children & Families	836
Health & Social Care	493
Service for Communities	849
Others (fees payroll)	15
Total	2,331

Corporate Policy and Strategy Committee

10am, Tuesday, 22 January 2013

Non-Domestic Rates – Discretionary Rating Relief

Item number	7.3
Report number	
Wards	All

Links

Coalition pledges	
Council outcomes	CO25; CO26
Single Outcome Agreement	SO1

Alastair D Maclean

Director of Corporate Governance

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Executive summary

Non-Domestic Rates – Discretionary Rating Relief

Summary

All awards of Discretionary Rating Relief (DRR) under the Council's existing policy end on 31 March 2013. The purpose of this report is to review the Council's policy in relation to DRR and approve a policy effective from 1 April 2013.

Recommendations

The Committee is requested to review the existing DRR policy and

- i. Agree a revised policy to apply from 1 April 2013, amended as stated at 2.3.3;
- ii. That new applications from Citizens Advice Edinburgh and the ICE store be granted relief for 2012/13 and an additional five year period commencing 1 April 2013; and
- iii. That organisations which have been granted relief outwith the scope of the existing policy as detailed in Appendix 1 are granted relief for a further period of five years from 1 April 2013.

Measures of success

That, as stated at 2.2.1 no operational problems have been experienced with the existing policy and the arrangements for considering applications which are outwith the standard policy have worked well i.e. the Council is able to consider the circumstances of each case.

Financial impact

The cost of awarding DRR is split, 75% is borne by the Rating Pool and 25% by the Council and its Council Tax payers. The cost to the Council currently amounts to £126,728.26 per annum as detailed in Appendix 1.

The cost to the Council of the proposed policy change at 2.3.3 cannot be estimated. A number of the organisations listed at Appendix 1 are social enterprises and it cannot be estimated how many more will apply in the future.

The cost to the Council of granting relief to the organisations detailed in 2.4 can be summarised as follows:-

Organisation	Cost to the Council of Granting Relief	
	2012/13	Ongoing
Citizens Advice Edinburgh	2,285	2,285
ICE Store	1,742	3,195
TOTAL	£4,027	£5,480

Equalities impact

No full ERIA is required.

Sustainability impact

There is no sustainability impact from this report.

Consultation and engagement

Customer Survey 2012 - A customer survey of recent users of the Non-Domestic Rates service was undertaken in 2012. Results of this survey have been analysed and presented to the relevant management meeting and an improvement plan has been agreed.

Background reading / external references

Appendix 1 - Organisations currently receiving DRR on an individual basis outwith the scope of the Council policy.

Non-Domestic Rates – Discretionary Rating Relief

1. Background

- 1.1 The power to grant DRR is governed by the provisions of the Local Government (Financial Provisions etc) (Scotland) Act 1962.
- 1.2 Under the terms of the 1962 Act a rating authority may grant DRR in respect of:-
- a) any lands and heritages which are occupied by, or by trustees for, a charity and are wholly or mainly used for charitable purpose (whether of that charity or of that and other charities);
 - b) any lands and heritages occupied for the purposes of one or more institutions or other organisations (whether corporate or unincorporated) which are not established or conducted for profit and whose main objects are charitable or are otherwise philanthropic or religious or concerned with education, social welfare, science, literature or the fine arts;
 - c) any lands and heritages occupied for the purpose of a club, society or other organisation not established or conducted for profit, and which are wholly or mainly used for the purposes of recreation.

2. Main report

- 2.1 The Council's current policy is as follows:-
- 2.1.1 An additional 20% DRR is granted to organisations already in respect of mandatory relief where they:-
- are mainly concerned with working with youths (defined as under 19 years of age);
 - provide community facilities i.e. village halls and community centres.
- Mandatory relief is granted to charities where they occupy premises and use them wholly or mainly for charitable purposes.

- 2.1.2 50% DRR is granted to recreation clubs which do not have a licence to sell alcohol.
- 2.1.3 100% DRR is granted to all clubs who meet the definition of “Sports Clubs” as set out by the Scottish Sports Association and who operate an equal opportunities policy.
- This relief is granted subject to full compensation for such relief being contained within the Rating Pool arrangements.
- 2.1.4 80% DRR is granted in respect of properties used for recreational purposes and occupied by clubs / societies which are charitable bodies and not established / conducted for profit.
- 2.1.5 An additional 20% DRR is granted to organisations already in receipt of mandatory relief where they:
- provide and maintain grounds and buildings used for the purposes of leisure time occupation where facilities are available to members of the public at large.
- 2.1.6 To support organisations which acted, primarily, to provide benefit to Edinburgh residents and taxpayers.
- 2.1.7 During the five year period of the current DRR policy a number of applications have been granted on an individual basis to organisations outwith the standard policy. The applicants are listed at Appendix 1 and approval has been granted on the basis that the organisations concerned provide benefit to Edinburgh residents and taxpayers.

2.2 Review of current policy

- 2.2.1 No operational problems have been experienced with the existing policy and the arrangements for considering individual applications which are outwith the standard policy have worked well. Ratepayers continue to have the right of appeal to the DRR Appeals Committee where they are not satisfied with the outcome of their application for rating relief.

2.3 DRR Policy from 1 April 2013

- 2.3.1 Legislation permits relief to be granted for:-
- a) the year in which, or the year next following that in which, the determination is made or;
 - b) for a specified term of years not exceeding five or;
 - c) for an indefinite period subject to termination by not less than twelve months notice.

The Council has in the past granted relief for a period not exceeding five years.

2.3.2 Given that no operational / strategic / policy issues have been encountered with the current DRR policy it would seem appropriate to consider continuing with the current policy (with proposed wording changes as stated in 2.3.3 below) and awarding recipients of DRR including those detailed in Appendix 1 relief for a further five years from 1 April 2013.

2.3.3 The following change to the current policy is proposed:-

a) at 2.1.1 insert “ and social enterprise schemes” after community centres.

2.4 New Applications

2.4.1 Applications have been received from the following organisations:-

Citizens Advice Edinburgh

Branch: Dundas Street – 59 Dundas Street

Leith – 12 Bernard Street

Gorgie – 137 Dundee Street

Portobello – 8a & b Bath Street

Pilton – 661 Ferry Road

Citizens Advice Edinburgh is an independent charity and runs 5 advice centres and 15 outreach points in Edinburgh. Trained volunteers provide advice on issues including money advice, benefits, immigration, employment rights, housing, consumer issues, family problems and health services.

As a charitable organisation they currently receive 80% Mandatory Rates Relief and the cost to the Council of granting DRR on the remaining 20% rates liability would be £2,285 per annum.

ICE Store

Units 98 & 99, 31-33 St James Centre

The ICE Store is a social enterprise which helps young people find employment and supports independent artists, the vast majority from Edinburgh, by offering a vehicle to sell their work to the public.

Relief has been requested from 20 August 2012 (the date the ICE store opened). As the store is not a charitable organisation they do not receive Mandatory Relief. The cost to the Council of granting DRR at 80% would be £3,195 per annum.

3. Recommendations

- 3.1 The Committee is requested to review the existing DRR policy and:
- 3.1.1 agree a revised policy to apply from 1 April 2013 amended as stated at 2.3.3;
 - 3.1.2 that new applications from Citizens Advice Edinburgh and the ICE store be granted relief for 2012/13 and an additional five year period commencing 1 April 2013; and
 - 3.1.3 that organisations which have been granted relief outwith the scope of the existing policy as detailed in Appendix 1 be granted relief for a further period of five years from 1 April 2013.

Alastair D Maclean

Director of Corporate Governance

Links

Coalition pledges

Council outcomes

CO25 - The Council has efficient and effective services that deliver on objectives.

CO26 - The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives.

Single Outcome Agreement

SO1 - Edinburgh's Economy Delivers increased investment, jobs and opportunities for all.

Appendices

Appendix 1 - Organisations granted relief outwith the scope of the existing policy.

Appendix 1

Organisation	Property Address	Council Contribution for 12/13
The Albion Trust	57 Albion Road, Edinburgh	£5,570.42
Edinburgh City Mission	1/4 West Pilton Park, Edinburgh	£37.13
Artlinks	13A Spittal Street, Edinburgh	£200.25
Artists Collective Gallery	22-28 Cockburn Street, Edinburgh	£697.50
Edinburgh Sculpture Workshop	25 Hawthornvale, Edinburgh	£562.50
Festival City Theatre Trust	13-29 Nicolson Street, Edinburgh	£4,763.20
	(22) Potterrow, Edinburgh	£391.50
	2 Leven Street, Edinburgh	£4,763.20
The Filmhouse Ltd	88 Lothian Road, Edinburgh	£2,880.82
Printmakers Workshop Ltd	23 Union Street, Edinburgh	£400.50
Queens Hall (Edinburgh) Ltd	85-89 Clerk Street, Edinburgh	£1,939.63
	2 South Clerk Street, Edinburgh	£254.25
Stills Ltd	23 Cockburn Street, Edinburgh	£817.53
Traverse Theatre (Scotland) Ltd	10 Cambridge Street, Edinburgh	£2,061.00
Edinburgh International Festival Society	The Hub, 348 Castlehill, Edinburgh	£4,270.85
	Unit 9D, 11 Elizafield, Edinburgh	£1,055.69
	2/5 Abbey Lane, Edinburgh	£267.75
Royal Lyceum Theatre Co Ltd	30B Grindlay Street, Edinburgh	£1,541.17
	29 Roseburn Street, Edinburgh	£1,383.16
	15(01)-17 Grindlay Street, Edinburgh	£3,242.64
Lothian Community Transport Services Ltd	200 Sir Harry Lauder Road, Portobello, Edinburgh	£806.08
Margaret Blackwood Housing Association	GF10 Craiievar House, 77 Craigmount Brae, Edinburgh	£1,880.09
Dance Base Ltd	14 Grassmarket, Edinburgh	£3,761.33
Caledonia Youth	5-5A Castle Terrace, Edinburgh	£742.50
Dynamic Earth Charitable Trust	110 Holyrood Road, Edinburgh	£6,870.00
The Fruitmarket Gallery	45 Market Street, Edinburgh	£1,488.50
Out of the Blue	1 Portobello High Street, Edinburgh	£96.75
Keymoves Support for Homeless Women in Edinburgh	2(1-8D) Cranston Street, Edinburgh	£1,023.63
Edinburgh International Science Festival	Mitchell House, 5/1 Mitchell Street, Edinburgh	£335.25
Royal Zoological Society of Scotland	Edinburgh Zoo, 134 Corstorphine Road, Edinburgh	£11,679.00

Scottish Book Trust	13/5 High Street, Edinburgh	£1,227.44
Ace It Scotland	Suite 3 - First Floor, 113(1F1) George Street,	£391.50
Bongo Club Ltd	(37A) Holyrood Road, Edinburgh	£3,645.68
Workshops & Artists Studio Provisions (Scotland) Ltd	2-3 West Park Place, Edinburgh	£1,515.98
	78/7A Albion Road, Edinburgh	£686.25
	1D Patriothall, Edinburgh	£2,106.80
The Melting Pot Ltd	5-15(4F) Rose Street, Edinburgh	£4,387.64
Care & Repair Ltd	4(2f2) Queen Street, Edinburgh	£623.25
Edinburgh Community Food Initiative	22 Tennant Street, Edinburgh	£319.50
Royal National Lifeboat Institution	(D) Hawes Pier, South Queensferry	£123.75
The French Institute	13 Randolph Crescent	£6,237.96
Epilepsy Scotland	30(GF40) Queensferry Road, Edinburgh	£751.50
Ethnic Minorities Law Centre	103 Morrison Street, Edinburgh	£184.50
Scottish Arts Club	24 Rutland Square, Edinburgh	£1,377.00
Water of Leith Conservative Trust	24 Lanark Road, Edinburgh	£560.25
Dovecot Studios	Gallery - First Floor office, 10/1 Infirmary Street,	£3,233.48
	Dovecot Studios, 10 Infirmary Street, Edinburgh	£12,915.60
Children with Cancer & Leukemia Advice & Support	7 North Leith Sands, Edinburgh	£207.00
The Birth Resource Centre	10 Lower Gilmore Place, Edinburgh	£254.25
Arts Complex	151 London Road, Edinburgh	£18,549.00
Edinburgh Clothing Stores	156(gf) Lower Granton Road, Edinburgh	£279.00
The Castle Project	2 Craigmillar Castle Road, Edinburgh	£204.75
Rathbone	Princes House, 5(3f8) Shandwick place, Edinburgh	£353.25
Kindred Advocacy	7 Rutland Court Lane, Edinburgh	£288.00
Foster Care Associates (Scotland)	3(2F2) John's Place, Edinburgh	£436.50

Total

£126,728.26

Corporate Policy and Strategy Committee

10am, Tuesday 22 January 2013

Welfare Reform – further update

Item number	7.4
Report number	
Wards	All

Links

Coalition pledges

Council outcomes

Single Outcome Agreement [SO2](#)

Alastair D Maclean

Director of Corporate Governance

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Welfare Reform – further update

Summary

This report updates the Corporate Policy and Strategy Committee on Welfare Reform and the progress being made by the Council and partners to develop arrangements to mitigate, where possible, the negative impact of the UK Government's welfare reforms.

Progress against the recommendations agreed by the Committee on 4 December 2012 are reviewed and proposals for closer collaboration with the third sector on welfare reform and advice are detailed. The obvious negative implications from the reduction in welfare benefits will be increased poverty and inequality. This will lead to increased need for benefits advice and advocacy services, money management and debt advice, access to credit, food banks, furniture initiatives, and increased demand on health, social work, housing and homelessness services, and reductions in council income. Arrangements are being made to provide briefings on welfare reform implications for specific Council services.

Recommendations

It is recommended that the Corporate Policy and Strategy Committee:

1. notes the continuing progress on assessing the impact of welfare reforms and actions for developing partial mitigation strategies;
2. notes that officers are exploring options to provide matched funding for the DHP fund from existing budgets;
3. notes that an additional £0.5m of funding for Advice services will be found from existing budgets; and
4. agrees to receiving future progress updates on a two monthly cycle, with the next report on 16 April 2013.

Measures of success

The success of the programme to mitigate the effects of Welfare Reform will be measured through:

- reductions in all negative impacts compared to estimates without mitigation actions, insofar as these can be projected and measured;
- reductions in forecast loss of income; and

- customer satisfaction with advice and advocacy services provided relating to benefit changes, including increased benefit take up and minimised losses by ensuring people get their full entitlement under the new arrangements.

Financial impact

The increasing numbers of people experiencing hardship is expected to lead to increasing demand for services in many areas of the Council and partner and advice agencies. There is also a risk to Council income, particularly from rents arrears, changes to subsidy levels for temporary accommodation and service charges across services. Further work is being undertaken to quantify likely financial impacts and to identify funding sources or budgetary options for the investment required in mitigation measures. The Council is also currently completing a Business Continuity Impact Assessment using a model agreed with COSLA. The results of this assessment will be made available once it has been completed.

Equalities impact

The UK Government has prepared Equalities and Human Rights assessments for the welfare reform proposals. The Council will undertake an ERIA when necessary for any of its proposals.

Sustainability impact

Welfare Reform is expected to have general implications for environmental and sustainability outcomes, for example in relation to fuel poverty.

Consultation and engagement

Ongoing involvement of Council officials is taking place with the UK and Scottish Governments, directly and through COSLA, with the DWP, and with the Third Sector, the NHS and other partners, to prepare for welfare reform changes.

With approaching start dates for the next phase of Welfare Reform changes the increasing emphasis will be on engagement with citizens, both in and out of work, who rely benefit income and tax credits in order to provide information, advice and support, directly by the Council and in conjunction with independent advice agencies and major partners.

Background reading / external references

Previous reports to committee:

Welfare Reform - update – Corporate Policy and Strategy Committee, 4 December 2012;

Corporate Policy and Strategy Committee – 22 January 2013

Welfare Reform – Policy and Strategy Committee, 2 October 2012;

Welfare Reform Proposals – Health, Social Care and Housing Committee, 7 December 2010.

Welfare reform – update

1. Background

- 1.1 The Corporate Policy and Strategy Committee on 4 December 2012 agreed a number of recommendations as part of the Council's actions to mitigate the impact of Welfare Reform.
- 1.2 In the UK Government's Autumn Statement on 5 December the Chancellor of the Exchequer announced a further £3.8billion of welfare savings for 2015/16, in addition to £18billion already announced for 2014/15.
- 1.3 Most of these new savings (£3.4billion) will be achieved by limiting working-age benefit increases for inflation to 1% for three years from 2013-14. This follows the earlier change to inflation indices from the Retail Price Index to the lower Consumer Price Index in 2010/11. Some benefits, including the Additional State Pension and those specifically for disability and carers, will continue to be uprated in line with CPI, as will the disability elements of tax credits. The Government also confirmed that the basic State Pension will increase by 2.5 per cent in April 2013, higher than both average earnings and inflation.
- 1.4 The UK Government considers a 1% inflation uplift limit is appropriate as out of work benefits have increased more than average earnings since 2007-08. However, this will have an impact on both the support available to low paid working people and their families as well as people unable to work or find a job.
- 1.5 General inflation is expected to be at least double this one per cent figure, and be much higher for food, heating and utilities – essential expenditure that accounts for the vast majority of household costs for people on low incomes. The Institute for Fiscal Studies has modelled the impact on household income of all tax and benefit reforms from January 2010 to April 2015. This study shows that by 2015, the richest 10% of households will have lost almost 8% of their net income, but for the remaining 90% of households the impacts are regressive with households losing a higher percentage of income the poorer they are. For example, the next richest 30% of households lose under 2%, but the poorest 10% of households lose nearly 5% of income on average.
- 1.6 In addition to the lower inflation uplift, the main benefit changes for 2013-14 changes are:

- the Benefits cap;
- Scottish Welfare Fund replacing Social Fund crisis loans and community care grants;
- phased replacement of Disability Living Allowance by Personal Independence Payments; and
- Housing Benefit bedroom occupancy changes.

2. Main report

2.1 The latest DWP figures show that there were 123,000 people receiving welfare benefits in Edinburgh in February 2012.

Job Seeker	11,980
ESA and incapacity benefits	20,890
Lone Parent	3,500
Carer	4,450
Others on income related benefit	14,470
Disabled	14,140
Bereaved	560
Receiving State Pension only	53,070

Total **123,060**

Note: to avoid double counting the table counts people receiving more than one benefit only in the category in the highest row. So the table undercounts the total numbers of people receiving particular benefits, eg for disabled people.

2.2 The Council continues to actively engage with the Scottish Government and other national and local organisations to develop an effective co-ordinated approach to mitigate the worst impacts of welfare reform. Progress on issues identified at the 4 December meeting are reviewed below.

2.3 **Advice Services in Edinburgh** - The demand for advice in relation to welfare benefits has increased significantly both as a result of the economic climate and the Welfare Reforms already implemented. At the Council's Advice Shop, customer demand has increased by 60% since 2008. Citizen's Advice Edinburgh also reports an increase of 23% in demand since 2008, and other Third Sector advice agencies report increased demand.

2.4 Appeals activity has increased considerably as more and more people are refused benefit as a result of the application of the medical tests for Employment and Support Allowance, which replaced both incapacity benefit (IB) and income support (IS) paid on the grounds of incapacity for new claims from October 2008. The Tribunal Service figures for April to June 2012 show a 40% increase on the previous year in appeal hearings¹.

¹ Ministry of Justice Web Site – Tribunal Service Quarterly Statistics <http://www.justice.gov.uk/statistics/tribunals/quarterly>

- 2.5 The Advice Shop and the other advice agencies which undertake appeals (listed in Appendix 1) all report significant increased demand for appeal representation. This is often a very time consuming activity, helping prepare and representing vulnerable people who have, for example, mental health problems, learning difficulties, physical health problems or physical disabilities.
- 2.6 Further information is provided in Appendix 1 on the work of Third Sector and Council advice services. Advice agencies across the City have a long history of co-operation, meeting regularly for service planning, exchanging information and on occasion joint training. Advice Agencies also refer customers to one another depending on the nature of the enquiry, geographical location of the customer's home, and the capacity of the organisation – for example if more specialised advice, or representation at appeals, is required.
- 2.7 Discussions are ongoing with the major council funded advice agencies in the City to develop a model of integrated partnership working which will aim to maximise co-ordination of advice activity and ensure that maximum benefit is obtained from citywide resources and specialisms.
- 2.8 Taking into account the benefit and tax credit changes that take effect from April and June 2013, and the different types of types of advice work required, it is proposed that an additional 22 posts are funded, split equally between funded Third Sector agencies and the Council's own advice services. The additional costs of £0.5million would require to be considered within the Council's budget planning process for 2013-14, alongside other pressures and priorities facing the Council. These resources need to be focused on preventing homelessness and helping people to develop budgeting skills.
- 2.9 **Benefits cap** - From April 2013 a limit will be put on the total amount of benefit that most people aged 16 to 64 can get. The level of the cap will be:
- £500 a week for couples (with or without children living with them);
 - £500 a week for single parents whose children live with them; and
 - £350 a week for single adults who don't have children, or whose children don't live with them.
- 2.10 The cap will apply to the total amount that the people in any household get from: Bereavement Allowance; Carer's Allowance; Child Benefit; Child Tax Credit; Employment and Support Allowance (unless receiving the support component); Guardian's Allowance; Housing Benefit; Incapacity Benefit; Income Support; Jobseeker's Allowance; Maternity Allowance; Severe Disablement Allowance; and Widowed Parent's Allowance.
- 2.11 People who qualify for Working Tax Credit, or receive Disability Living Allowance/Personal Independence Payment (from April 2013); Attendance Allowance; Industrial Injuries Benefits (and equivalents); Employment and

Support Allowance support component; and War Widow's or War Widower's Pension; are all excluded from the Benefits cap.

- 2.12 The Benefits cap is being highlighted in staff and public communications being planned by the Council and Partners through the Welfare Reform Strategic Planning Group and work is in hand to quantify numbers affected.
- 2.13 **Scottish Welfare Fund** – Following discussions between the Scottish and UK Governments about set-up funding for the Scottish Welfare Fund, the DWP have agreed to provide £2million for set-up costs for the Scottish Welfare Fund, instead of the £238,000 initially offered. The allocation for each council remains to be finalised but it is estimated that Edinburgh will receive a minimum of £35,000 plus funding for IT costs. The committee will be advised of the outcome of these discussions in due course.
- 2.14 The Fund will be managed by the Council and specially trained staff will be in place prior to the changes coming into effect on 1 April 2013. Training will be delivered by the Scottish Government through “Training for Trainers” events during February 2013.
- 2.15 **Discretionary Housing Payments (DHP)** provide short term emergency funding to tenants receiving Housing Benefit and/or Council Tax Benefit. As reported on 4 December, Councils may choose to match funding allocated by the Department for Work and Pensions (DWP) by a factor of up to 1.5 times.
- 2.16 In 2010/11 there were 846 awards of DHP totalling £280,982, in 2011/12 this had risen to 1,107 awards totalling £334,326. Figures for the current year suggest a continuing upward trend in demand.
- 2.17 Edinburgh's DHP allocation from the DWP for 2013/14 is £1,347,299, substantially more than for 2012/13. Work is underway to identify matched funding of an estimated £2,020,948 for 2013-14 from existing budgets. The resulting DHP fund of £3.368m would provide significant support to the most vulnerable tenants, including those who will be affected from 1 April 2013 by the new under-occupancy rules for social sector tenants and the benefits cap.
- 2.18 Priorities for the use of this funding would include Council and Housing Association tenants:
- within 6 months of becoming pensioners;
 - where a child has a significant birthday within 6 months which would entitle them to an extra bedroom;
 - who are expecting a baby that would entitle them to an additional bedroom;
 - affected by the benefits cap;

- people who are chronically sick or disabled; and
- those experiencing exceptional hardship.

2.19 Whilst it is acknowledged that topping up the DHP from local resources will place additional pressures on the Council's budget, the alternative may be loss of revenue arising from increased rent arrears and increased management and operational costs resulting from increasing homelessness and the further pressure on housing and debt advice services.

2.20 **Council Tax Reduction Scheme** replaces the existing Council Tax Benefit from 1 April 2013. The Council has already had to pay £65,000 for IT upgrades necessary for the new scheme and there will be further additional costs before April.

2.21 COSLA and the Scottish Government consider that the total set up costs for Scotland will be around £2million. The financial support currently offered to Scotland by the UK Government has yet to be agreed. In addition the DWP administration subsidy for the scheme will be reduced by £0.51m for 2013/14, reflecting the change scheme no longer being part of Social Security Regulations.

2.22 **Personal Independence Payment (PIP) to replace Disability Living Allowance (DLA):** From April 2013 pilots will be run in areas in England with new claims for benefit being for PIP instead of DLA. From June 2013 all new claims will be for PIP. The UK Government has stated that it is the intention that there will be a reduction in the overall costs for PIP as opposed to DLA of 20% and that this is likely to result in reduced benefit for 35% of existing recipients.

2.23 Based on 2011-2012 figures², there are around 300 new claims for DLA in Edinburgh every month. All of these disabled people will be expected to apply through the new process from June 2013, by telephone and on-line. A range of Council and Third Sector staff and volunteers will be asked to help with this process by people who are unable to undertake it themselves. Significantly, there will be no paper claim forms available. Advice Agencies and other support services will only be able to assist with claims if the disabled person is actually with them at the time of claiming.

2.24 It is expected that 23% of those who would currently qualify for DLA will not qualify for PIP³. If current claim levels continue, this means that around 70 disabled people per month may not qualify for the new benefit.

² Hansard Written Answer 17 January 2012.

³ House of Commons Work and Pensions Committee: [7th Report - Government support towards the additional living costs of working-age disabled people - Volume II](#) | [PDF version 7th Report - Government support towards the additional living costs of working-age disabled people - Volume II](#) ( ) 19 February 2012

- 2.25 From October 2013 onwards the 23,000 existing DLA recipients will begin to be transferred. There is no automatic transfer from DLA to PIP. All recipients will have to make a new claim and be reassessed under the new rules. From October 2013, the 15,820 existing Edinburgh DLA recipients will begin to be transferred.
- 2.26 Around 800 disabled people in Edinburgh will receive a letter every month during the transition period if the intended level of transfer is to be achieved. Based on the impact assessment provided by DWP, it is expected that around 180 disabled people in Edinburgh will be taken off benefit altogether every month of the transfer period.
- 2.27 Where people have been refused benefit or had benefit reduced, they will have to request a reconsideration and only after this has been refused will they be able to appeal. Advice Agencies will therefore have to go through a two stage process with customers to challenge unfavourable decisions instead of the current one stage. It is likely that many will seek assistance with appeals. At present the Welfare Rights Service have a 76% success rate at appeals for DLA (compared to a general UK success rate for all DLA appeals of 42%). A number of other Advice Agencies report similar levels of success.
- 2.28 It is also important to note that people who have disabilities will also be affected by many of the other changes.
- 2.29 **Universal Credit (UC)** is being introduced to replace a number of benefits and tax credits by a single monthly payment. A UC pilot is scheduled to start in NW England in April 2013. From October 2013 the roll out begins on a small scale. The Government's aim is that all new claims for benefit will be for Universal Credit by April 2014. Thereafter, all Tax Credit, income support, employment and support allowance, jobseekers allowance and Housing Benefit cases will begin to be transferred with the aim of completing transfer by 2017.
- 2.30 Under the current DWP proposals around 9,000 Housing Benefit claimants in Edinburgh will have moved to Universal Credit by October 2017.
- 2.31 The DWP's detailed plans for the introduction of UC are still evolving and further updates will be made to the Committee as information is received.
- 2.32 Citizens Advice Edinburgh (CAE) gave a presentation to the Corporate Management Team on 7 January 2013 setting out how they can assist in reducing the financial impact of Welfare Reform in the city through closer partnership working with the Council to support vulnerable residents.
- 2.33 **Council Tenants and Housing Services** - changes to housing benefit will directly affect the way tenants of working age pay rent, notably:

- tenants “under-occupying” their homes will get less housing benefit unless they move to a smaller home or they change their household size, for example by letting a room or having another family member move back in; and
- once they move on to Universal Credit, working age Council tenants on housing benefit will have to pay their rent directly to their landlord, many for the first time.

2.34 These changes will have significant implications for the way the Council collects rents and interacts with its tenants.

2.35 The new regulations for those who are under-occupying their home will apply from April 2013. Work is already underway to contact all Council tenants affected. Tenants will be contacted by telephone or on a face to face basis through neighbourhood teams, beginning with those who are most affected by a reduction in income, are vulnerable or are already in rent arrears.

2.36 Information has already been supplied to all Council tenants through a general information leaflet. This has been followed up by a postcard to tenants known to be affected by the change. A detailed letter outlining the specific changes to housing benefit will be sent to each affected household in January 2013.

2.37 Most housing staff within the neighbourhood offices have now been trained to provide advice and information including help with rent payment methods. Specialist advice for more complex circumstances will be provided through the income maximisation team. Other advice and support agencies are also involved in the communications planning so that they can support people who contact them.

2.38 Most tenants on housing benefit will be responsible for making their own rent payments once Universal Credit is phased in from October 2013. Support to help tenants through these changes is being provided by:

- obtaining more information on tenants’ needs including those who do not have a suitable bank account, access to the internet or do not have the literacy skills they will need to manage their credit on-line;
- moving tenants on to more secure and cost effective payment methods such as direct debits;
- working with banks and credit unions to improve access to bank accounts and to create budgeting (“jam jar”) accounts which keep money in separate pots for different purposes;
- providing increased early contact with customers to provide advice and support where there are signs that rent arrears might build up;

- closer working with external advice and support agencies to help tenants get advice that ensures that paying rent and sustaining their home is a priority; and
- encouraging tenant responsibility for paying rent by providing budgeting advice to help tenants to manage their household incomes.

2.39 The subsidy arrangements for temporary accommodation are being changed by the Department for Work and Pensions and will result in less income to fund temporary accommodation. Additionally, residents in temporary accommodation are also likely to be responsible for paying their rent directly. Similar arrangements will be required to support these households in paying their rent to the Council. Changes will also have to be made to temporary accommodation to ensure that future services can be funded through rental income.

2.40 **The Welfare Reform Strategic Planning Group**, has met five times since it was set up in August 2012. The group brings together Council and other key stakeholders to co-ordinate action to manage and mitigate Welfare Reform.

2.41 The group is leading work to develop a communications plan both for Council staff and workers in external organisations. Plans are also being prepared drawing up plans for furniture packages; payments for food, etc in conjunctions with the voluntary sector and to ensure that a holistic approach to applications to the Scottish Welfare Fund is established.

3. Recommendations

3.1 It is recommended that the Corporate Policy and Strategy Committee:

3.1.1 notes the continuing progress on assessing the impact of welfare reforms and actions for developing partial mitigation strategies;

3.1.2 notes that officers are exploring options to provide matched funding for the DHP fund from existing budgets;

3.1.3 notes that an additional £0.5m of funding for Advice services will be found from existing budgets; and

3.1.4 agrees to receiving future progress updates on a two monthly cycle, with the next report on 16 April 2013.

Alastair D Maclean

Director of Corporate Governance

Links

Coalition pledges

Council outcomes

Single Outcome Agreement

SO2 - Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health

Appendix 1: Investment in Welfare Benefits Advice

The Council provides advice services as part of its duty under section 12 of the Social Work Scotland Act 1968 to promote social welfare. The Welfare Rights team (Health and Social Care) and the Debt Advice service (Services for Communities) are co-located in the Advice Shop on South Bridge. Welfare Rights assisted 31,680 customers in 2011-12, and Debt Advice assisted 4,440.

Both Health and Social Care and Services for Communities currently fund a range of Third Sector advice services, which also receive income from other sources. Most of the Third Sector provide services to local residents in a neighbourhood or area, or provide specialised city-wide coverage for specific groups of people, such as people with disabilities. Because they have different customers, provide different functions, and serve different localities, there is likely to be little duplication.

Agency	Target Customers	Target Areas	Benefits	Debt	Housing	Appeals
CEC Advice Shop	All	Edinburgh	Yes	Yes	Yes	Yes
Citizens Advice Bureau, Central Edinburgh	All/ Local residents	Central Edinburgh	Yes	Yes	Yes	Yes*
Citizens Advice Bureau, Gorgie/Dalry	Local residents	Gorgie/Dalry	Yes	Yes	Yes	Yes*
Citizens Advice Bureau, Leith	Local residents	Leith	Yes	Yes	Yes	Yes*
Citizens Advice Bureau, Pilton	Local residents	Pilton	Yes	Yes	Yes	Yes*
Citizens Advice Bureau, Portobello	Local residents	Portobello	Yes	Yes	Yes	Yes*
Prestonfield Neighbourhood Project	Local residents	Prestonfield area of Edinburgh	Yes	Yes	Yes	No
Granton Information Centre	Local residents	North Edinburgh	Yes	Yes	Yes	Yes
CAN - Community Ability Network	Local residents	Craigmillar	Yes	Yes	Yes	Yes
CHAI (Community Help & Advice Initiative)	Local residents	South Edinburgh, Wester Hailes	Yes	Yes	Yes	Yes
Edinburgh Cyrenians	Homeless	Edinburgh	Yes	Yes	Yes	No
Eric Liddell Centre CA(I)RE Project	Carers	Edinburgh	Yes	Yes	Yes	No
Deaf Action	Deaf people	Edinburgh	Yes	Yes	Yes	No
RNIB	Blind and partially sighted people	Edinburgh & Lothians	No	No	No	No
Action Group	Learning difficulties	Edinburgh & Lothians	Yes	No	Yes	Yes
FAIR - Family Advice and Information Resource	Learning difficulties	Edinburgh	Yes	No	Yes	Yes

Agency	Target Customers	Target Areas	Benefits	Debt	Housing	Appeals
GrapeVine	People with disabilities	Edinburgh & Lothians	Yes	Yes	Yes	No
AdvoCard	Mental health	Edinburgh	Yes	Yes	Yes	No

* **Note:** All Citizen's Advice Bureaux in Edinburgh assist people to lodge appeals against benefit decisions but not all are able to provide appeal representation.

Edinburgh CHP, NHS Lothian, and the Council fund welfare rights advisors based in fourteen GP surgeries in Edinburgh. These advisors are provided from the Granton Information Centre, CHAI and Edinburgh CAB and ensure that people with long term health conditions receive fast and accurate welfare rights advice and information.

The Scottish Government (in *Scottish National Standards for Information and Advice Providers* 2009) classifies advice agencies into three categories:

- **Type I** – Active Information, Sign-posting and Explanation
- **Type II** – Casework
- **Type III** – Advocacy, Representation and Mediation at Tribunal or Court

All of the advice agencies in the table above provide Type I and II services, but few provide advocacy and representation at tribunals or courts. Most Type III work in Edinburgh is undertaken by the Council's Welfare Rights service, with some also provided by locality based voluntary organisations, and by agencies for people with learning disabilities.

Increases in demand are reported by advice services across the City (see main report) and will further increase as the next phases of Welfare Reform are implemented. Additional investment in advice services has been considered for 2013-14 – a fuller review will be required for future years as Welfare Reform impacts increase. In 2013-14, the main changes are:

- Benefits cap – see main report
- Social Welfare Fund replacing Social Fund crisis loans and community care grants
- Phased replacement of Disability Living Allowance by Personal Independence Payments.
- Housing Benefit bedroom occupancy changes.

Although Universal Credit implementation is planned to start later in 2013, the main impacts will be in following financial years, including budgeting and money management advice following the move to monthly payment of benefits in arrears.

People affected by the changes in 2013-14 will receive letters from the DWP and many will also receive communications from the Council, the NHS and voluntary organisations. The inter-agency Welfare Reform Strategic Development Group is developing a communications strategy around staff and claimant targeted information, capable of re-use and customisation by all statutory and third sector agencies.

Further information is being collected on advice service volumes but for 2013-14 it is proposed to share further Council investment equally between third sector and in-house services, both in the Advice Shop and in Social Care Direct within the Council's Contact Centre to provide first line advice and information and signposting to relevant

advice agencies for further support, advocacy, representation or debt advice. Further discussion is also required with the Third Sector to identify the agencies where investment is most required. Work is also underway to re-focus third sector funding provided by Edinburgh Partnership for health inequalities funded by the Social Justice Fund and for 2013-14.

Corporate Policy and Strategy Committee

10am, Tuesday 22 January 2013

Achieving Excellence Performance Report to October 2012

Item number	7.5
Report number	
Wards	All

Links

Coalition pledges	All
Council outcomes	All
Single Outcome Agreement	All

Alastair D Maclean

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Achieving Excellence Performance Report to October 2012

Summary

This report provides an update on performance against specified targets and outcomes across the Council's Performance Framework for the period to October 2012.

It provides an overview displayed through a Corporate Dashboard with further explanations of performance and actions.

This report also provides an in-depth analysis of performance against the Council Strategic Outcomes as outlined in the Council's Performance Framework.

Recommendations

It is recommended that the Corporate Policy and Strategy Committee:

1. Note performance and agree actions for improvement for the period to October 2012.
2. Note that this performance information will be reported to the Governance, Risk and Best Value Committee for further scrutiny at its performance meeting on 24 January 2013.
3. Refer this report to all Executive Committees or Sub-Committees for further scrutiny.
4. Review and agree the key messages in the Audit Scotland report '[Managing performance: are you getting it right?](#)' which have been integrated into the Council's Performance Framework.

Measures of success

This report provides detail on performance against specified targets across the Council's Performance Framework.

Financial impact

The financial impact is set out within the Council's Performance Framework.

Equalities impact

Reducing poverty, inequality and deprivation is integrated within the Council's Performance Framework.

Sustainability impact

The sustainability impact is set out within the Council's Performance Framework.

Consultation and engagement

Priorities and outcomes have been developed in consultation with stakeholders.

Background reading / external references

The [Council's Performance Framework](#) approved by Council on 25 October 2012.

The Audit Scotland report '[Managing performance: are you getting it right?](#)' which focuses on accountability, scrutiny and the importance of having a strong performance culture within Councils. This was reported as part of the Council's Performance Framework report in October 2012.

Achieving Excellence Performance Report October 2012

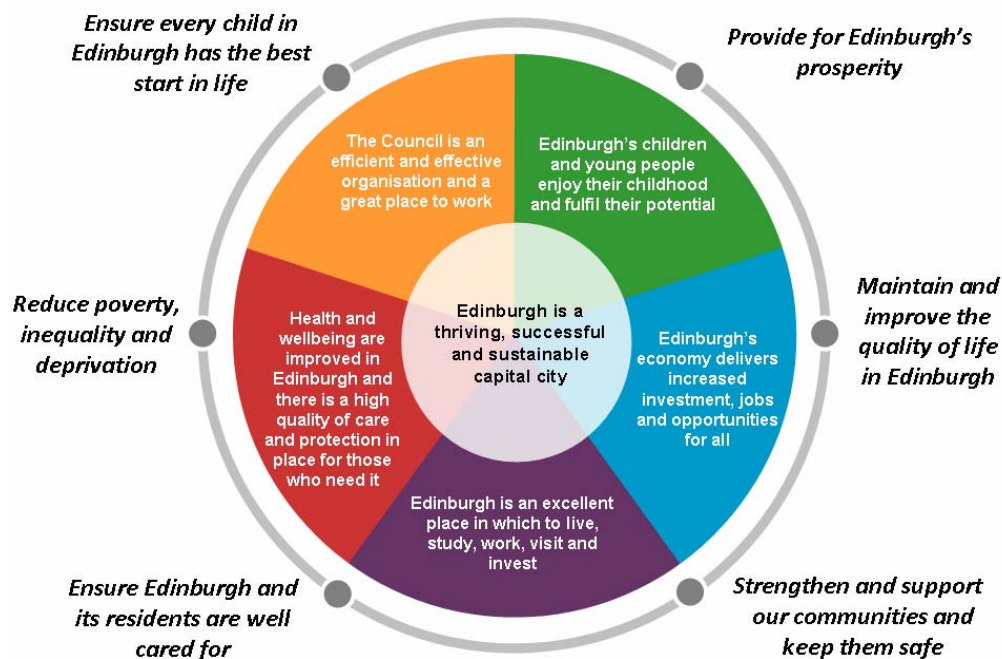
1. Background

- 1.1 This report provides an update on performance against specified targets and outcomes across the Council's Performance Framework for the period to October 2012.





2. Main report

- 2.1 The Council's Performance Framework is set out in the diagram below and takes account of the Council's vision, five themes containing the strategic outcomes and the Capital Coalition pledges.




Council's Performance Framework



Corporate Dashboard


- 2.2 The Corporate Dashboard in [Appendix 1](#) provides an overview of performance in meeting Council outcomes to October 2012. Further detailed information by indicator is provided in [Appendix 2](#).
- 2.3 A total of 59 indicators are reported across the Corporate Dashboard. The current position for all areas shows that, in the most recent period for which data is available:
-  29 indicators met or exceeded target in the most recent period for which data is available
 -  17 indicators missed target but are considered within acceptable tolerance
 -  8 indicators missed, or are forecast to miss target, and
 -  5 indicators are provided as data only, with no specified target
- 2.4 To support scrutiny of performance, each Director has provided a note on each theme within the framework. These notes summarise performance and are used to facilitate discussions and scrutiny. Further details on these notes and commentary on specific issues of performance are provided in [Appendix 2](#).
- 2.5 The following is a high-level analysis of performance across each theme in the framework:

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




-  6 indicators have met or exceeded target including indicators relating to literacy, attainment, attendance and secondary school exclusions.
-  4 indicators show performance as below target, but within tolerance, including indicators relating to school leaver destinations, physical education, responses to bullying and satisfaction with schools. As the data in Appendix 1 shows, all but one of these indicators shows an improvement in trend performance over recent time periods.
-  3 indicators show performance as below target over the most recent time period. These include indicators relating to primary school exclusions, placements with Council foster carers and children looked after at home. Further comments on

performance in these areas are provided in Directors notes provided in [Appendix 1](#).


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



-  All 3 indicators under this theme have met or exceeded target for the most recent period. This includes indicators relating to supporting the creation and safeguarding of jobs in the city, supporting investment in development and regeneration and helping people into work and learning. Targets are being reviewed for 2013/14 to ensure they remain appropriate and challenging.

Edinburgh is an excellent place in which to live, study, work, visit and invest:




-  8 indicators which have met or exceeded target. These include indicators relating to the provision of good quality, affordable housing; the creation of a safe city and communities; the promotion of well informed, engaged communities; the protection of Edinburgh as an attractive, well maintained city; and, the management of clean streets and open spaces.
-  4 indicators show performance as below target, but within tolerance levels. These include indicators on rent lost on empty homes, refuse collection and re-offending rates for sexual or violent crimes. Comments on this performance are provided in the Directors notes.
-  1 indicator in this theme shows performance below target over the most recent time period. This relates to the indicator on advice that avoids homelessness. As the notes in [Appendix 2](#) show, although still below target this shows general improvement over the past 12 months. A housing options review and implementation plan is being progressed to deliver further improvements.

Health and Wellbeing are improved in Edinburgh and there is a high quality of care and protection for those who need it:

-  2 indicators have met or exceeded target. These indicators related to supporting Edinburgh's carers and increasing the proportion of older people with high levels of need supported at home.

-  4 indicators show performance as below target but within tolerances. These include indicators relating to the reduction of hours of care required following reablement, direct payments, timely support to people with addictions, and satisfaction with adult care services.
-  1 indicator shows performance below target for the period. This relates to respite nights in care homes. As the notes in appendix 2 show, efforts are ongoing to address the current levels of delay, including work to secure additional support to enable people to move onwards from hospital.

The Council is an efficient and effective organisation and a great place to work:

-  10 indicators have met or exceeded target. These indicators relate to outcomes including ensuring Edinburgh continues to be a leading cultural city, ensuring the Council has an excellent reputation for customer service and ensuring the Council has efficient and effective services that deliver on our objectives.
-  5 indicators show performance as below target but within tolerances. These include indicators relating to sickness absence, Council tax collection rates, attendance at indoor facilities managed by Edinburgh Leisure, delivery of budget savings, and the proportion of major projects over £5m being managed outwith CPO (but with CPO engagement)..
-  3 indicators show performance below target for the period examined here. These include indicators relating to freedom of information response rates and time taken to process new benefit claims or changes of circumstances. Notes on performance against all of these indicators are included in [Appendix 2](#).

Strategic Outcomes in Focus

- 2.6 In addition to the Corporate Dashboard which tracks key indicators, performance against outcomes is integrated into the Council's Performance Framework.
- 2.7 As set out in the Strategy Maps in [Appendix 4](#), performance indicators are aligned to key objectives, outcomes, strategies and risks. There are 26 Strategic Outcomes and these will be reported to Committee on a rolling basis.

2.8 [Appendix 3](#) outlines performance against the five themes in the framework with a focus on the following outcomes:

Framework Theme	Strategic Outcome	Focus
Edinburgh's children and young people enjoy their childhood and fulfil their potential	SO1 - Our children have the best start in life, are able to make and sustain relationships and are ready to succeed SO3 - Our children and young people at risk, or with a disability, have improved life chances	Improve support in early years so that children reach appropriate developmental and social milestones. Improve life chances for Looked After Children including increasing the focus on Corporate Parenting. Improve early support for children with Additional Support Needs (ASN). Improve early support for families so that fewer children need to be looked after, with particular focus on addressing the impact of drug and alcohol misuse.
Edinburgh's economy delivers increased investment, jobs and opportunities for all	SO8 - Edinburgh's economy creates and sustains jobs opportunities.	Supporting businesses
Edinburgh is an excellent place in which to live, study, work, visit and invest	SO16 - Well-housed - People live in a good quality home that is affordable and meets their needs in a well-managed Neighbourhood	People can live in a home they can afford; live in a warm, safe home in a well-managed neighbourhood; and move home if they need to.
Health and wellbeing are improved in Edinburgh and there is a high quality of care and protection in place for those who need it	SO13 - People are supported to live at home	Supporting older people to live at home.
The Council is an efficient and effective organisation and a great place to work	SO24 - The Council has efficient and effective services that deliver on objectives	Benefits claims performance

2.9 Performance of the 'Edinburgh's children and young people enjoy their childhood and fulfil their potential' theme will be scrutinised at the Governance, Risk and Best Value Committee on 24 January 2012.

Strategy Maps

- 2.10 As reported in the Council's Performance Framework report in October, the Council has reviewed its performance framework through strategy mapping to ensure that performance measures are delivering on objectives and longer-term outcomes. The latest Strategy Maps are included in [Appendix 4](#).
- 2.11 The maps are currently under review to ensure that they remain relevant and robust. This review is aligned to the financial year and will be updated by March 2013 in consultation with stakeholders. Any changes to the strategy maps will be discussed with Elected Members and reflected in the quarterly performance reports.

Ongoing developments of the Council's Performance Framework

- 2.12 Through the establishment of the Council's Performance Framework, officers considered Audit Scotland report '[Managing performance: are you getting it right?](#)' which focuses on accountability, scrutiny and the importance of having a strong performance culture within Councils. This was reported as part of the [Council's Performance Framework](#) approved by Council on 25 October 2012.
- 2.13 Effectively managing performance and improvement helps councils demonstrate that they are delivering efficient and effective services to communities and are making the best use of resources. Members are asked to review and agree the key messages in the report to ensure the Council continues to deliver a strong performance culture. The key messages in the report are:
- Everyone in the council has a role to play in managing performance.
 - Councillors need good-quality performance information to make well-informed decisions, scrutinise performance and identify areas for improvement.
 - Performance measures must reflect a council's priorities if it is to assure itself that its objectives are being met.
 - Managing performance is important for governance and accountability.
 - An effective performance management culture, led by both officers and councillors, is essential.
 - Performance information must be acted on to improve outcomes.
 - Self-evaluation and review activity form an important part of continuous improvement.

Benchmarking

- 2.14 The Improvement Service plans to publish a set of 67 indicators that have been developed in conjunction with CoSLA and SOLACE. These will be published in February 2013 and will be incorporated into the Council's Performance Framework thereafter. These indicators are derived from existing financial and activity information that councils supply to the Scottish Government and data for two years will be presented. The objective is to link cost and performance data and facilitate comparisons among councils, as well as providing contextual information and explanations from councils. More information will be reported to Committee when details are finalised. The Accounts Commission has recently agreed that these indicators will replace the set of 25 national statutory performance indicators (SPIs) from 2013/14 onwards.

IBM Cognos Business Analytics System

- 2.15 A Corporate Dashboard is being developed using the Cognos business analytics system. This system will provide online access to performance, management information and business analysis for senior officers and elected members.
- 2.16 The dashboard will provide information centred on four themes: Finances, People, Customers, and Outcomes. A prototype dashboard will be available for demonstration and testing by CMT during December and the live system will be in place by February 2013. This approach will replace all paper-based performance reports for CMT and Elected Members in due course. The Cognos system is expandable and further metrics and analytics will be added in the future.

3. Recommendations

- 3.1 It is recommended that the Corporate Policy and Strategy Committee:
- 3.1.1 Note performance and agree actions for improvement for the period to October 2012.
 - 3.1.2 Note that this performance information will be reported to the Governance, Risk and Best Value Committee for further scrutiny at its performance meeting on 24 January 2013.
 - 3.1.3 Refer this report to all Executive Committees or Sub-Committees for further scrutiny.
 - 3.1.4 Review and agree the key messages in the Audit Scotland report '[Managing performance: are you getting it right?](#)' which have been integrated into the Council's Performance Framework.

Alastair D Maclean

Director of Corporate Governance

Links

Coalition pledges All

Council outcomes All

Single Outcome Agreement All

Appendices

The links below can be used to navigate through this report:

[Appendix 1: Corporate Dashboard](#)

[Appendix 2: Corporate Dashboard Indicator Detail](#)

[Appendix 3: Strategic Outcomes](#)

[Appendix 4: Strategy Maps](#)

Appendix 1: Corporate Dashboard

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

Director's notes:

Areas showing good performance

Attainment – all seven of the national priority indicators show year-on-year improvement since 2008. All are in line (within one percentage point) or better than our Comparator Authorities' average. Almost all are in line with or better than the national average. Performance is particularly good at Level 5 and 6 with improving the attainment of the lowest achieving pupils remaining a priority.

Attendance - latest figures from the school management system shows improvement at both primary and secondary. National data is not yet available.

Areas for improvement

















Primary school exclusion – data for 2011/12 is not yet available as a rate per 1,000 (will be published in February 2013). However, our figures for the year 2011/12 show an overall improvement in instances of temporary exclusion as a result of close monitoring and revised policies and procedures. We therefore expect this indicator to show improvement.

Placements with Edinburgh foster carers and Percentage of children looked after at home – Work is being undertaken through the Early Years Change Fund Action Plan and Steering Group to increase the proportion of Looked After Children who are looked after at home and to increase the proportion of Looked After Children who are placed with CEC foster carers. Progress will be closely monitored. Additionally where targets are found to be inappropriate, these will be revised. This work includes a new foster care campaign to recruit more Edinburgh foster carers.

Teenage pregnancy – although this figure is outwith target and shows a slight increase on the figure for last year, the overall trend is a reduction from over 9 in 2006/07. There is a joint-agency approach to addressing this issue which will be done through the Children's Partnership. A Risk-taking Behaviours Policy has been developed to support a more integrated approach to personal and social education and sexual health seminars for S5 pupils are now well-established. A pilot of risk-taking behaviour seminars for S4 pupils is forthcoming.

Outcome Progress

	2009/10	2010/11	2011/12	Target	Status	Trend
Children's literacy at P1	89%	88%	90%	90%		
Attainment at the end of S6	50.2%	52.9%	55.1%	51%		
S4 pupil attainment (Lowest 20%)	56	62	N/A	57		
School leavers' destinations	82.5%	87.4%	N/A	88.9%		
Primary school attendance	94.8%	94.5%	95.2%	95%		
Secondary school attendance	91.1%	91%	92.7%	91.2%		
Primary school exclusions	11	13	N/A	11		
Secondary school exclusions	69	55	N/A	69		

Children who need to be looked after	1,297	1,342	1,398	N/A		
Placements with Council foster carers	65%	60%	57%	63%		
PE in primary schools	22.4%	62%	80%	85%		
PE in secondary schools	21.7%	43%	70%	80%		
Teenage pregnancies	8.1	8.3	N/A	7.4		
Response to bullying at S2	N/A	67%	73%	75%		
Satisfaction with schools	N/A	94%	91%	93%		
	Aug-12	Sep-12	Oct-12	Target	Status	Trend
Children looked after at home	28%	27%	27%	N/A		

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

Director's notes:

Performance on all three indicators exceeds the targets set, assuming straight line progress. It is acknowledged that there will inevitably be peaks and troughs in jobs and investment, which will affect future performance. It is therefore too early to draw conclusions on whether the targets have been set at the correct level and the effectiveness of the measurement data. To ensure that the targets and measures are robust, City Development commits to a review of the Economy theme performance monitoring framework by the end of the first year of the Operational Plan in March 2013.

Outcome Progress

	Jan-Mar 2012	Apr-Jun 2012	Jul-Sep 2012	Target	Status	Trend
Support the creation and safeguarding of jobs	N/A	193	364	334		
Support investment in development and regeneration	N/A	£68M	£73M	£33M		
Support the movement of unemployed people into work or learning	N/A	490	1,036	1,000		

Edinburgh is an excellent place in which to live, study, work, visit and invest

Director's notes:

1. The cost of refuse collection - the introduction of new shift patterns and routes will help to reduce the cost of managing waste.
2. The introduction of Managed Weekly Collections (MWCs) is intended to support reductions to landfill.
3. Rent lost on empty homes - it should be noted that performance is still better than the 2011/12 Scottish Local Authorities average of 1.3%.
4. A housing options review and implementation plan is being progressed to deliver further improvements in preventing homelessness.

Outcome Progress















	Aug-12	Sep-12	Oct-12	Target	Status	Trend
Completed criminal justice orders	75.4%	74.7%	67.1%	65%		
Tenants' satisfaction with repairs	93%	100%	96%	96%		
Cost of refuse collection	£71.36	£72.07	£73.58	£70.33		
Response to noise complaints	99%	99%	100%	99%		
Letting empty homes	24	22	22	22		
Rent lost on empty homes	0.56%	0.57%	0.56%	0.4%		
Visits to libraries	284,967	256,789	263,901	256,711		
Waste Landfilled (projection)	132,088	128,273	131,645	131,222		
Advice that avoids homelessness	56%	53%	52%	55%		
Planning applications in 2 months	89.1%	91.4%	90.8%	90%		
	Jan-Mar 12	Apr-June 12	July-Sept 12	Target	Status	Trend
Cleanliness of streets (CIMS)	71	72	72	72		
Re-offending: sexual or violent crimes	1	1	1	0		
	2009	2010	2011	Target	Status	Trend
Satisfaction with the Neighbourhood as a place to live	92%	89%	90%	86%		

Health and Wellbeing are improved in Edinburgh and there is a high quality of care and protection for those who need it

Director's notes:

1. Delayed discharge continues to be a problem for flow in NHS beds. In order to ensure there is capacity to support people being discharged home, domiciliary care capacity was increased by 12.7% in the first seven months of 2012/13. The number of people waiting for a care home place whilst in hospital was 39 at the October delayed discharge census. The number of patients waiting longer than six weeks has remained stable. There will be a requirement to reduce further to a maximum of four weeks by 31 March 2013.
2. The balance of care has increased and is now slightly ahead of trajectory, due to the large increase in domiciliary care provision.
3. The number of people starting substance misuse treatment increased by a third in October compared with September. Despite this large increase in demand, 83% of people started treatment within three weeks, a small fall on performance in September.

Outcome Progress












	Aug-12	Sep-12	Oct-12	Target	Status	Trend
<u>Respite nights in care homes (18+)</u>	1,743	1,604	N/A	1,486		
<u>Late discharge from hospital</u>	16	20	21	0		
<u>Reduction in care by reablement</u>	43.2%	39.2%	39.5%	40%		
<u>Direct payments</u>	734	741	745	751		
<u>Substance misuse: timely treatment</u>	81%	85%	83%	85%		
<u>Balance of care for older people</u>	30.3%	30.4%	31.4%	30.8%		
<u>Satisfaction with Adult Care Services</u>	79%	79%	78%	80%		



















The Council is an efficient and effective organisation and a great place to work

Director's notes:

1. The menu of indicators have been refreshed following a review of performance reporting across the service.
2. Further work is underway to develop targets for the indicators where these are appropriate.
3. Both benefits indicators are below target as a result of an increase of over 23% in the volume received and a national change in process (ATLAS). It should be noted that the Council's administration cost compares favorably with other Scottish cities and error rates have remained below challenging DWP thresholds.

Outcome Progress

	Aug-12	Sep-12	Oct-12	Target	Status	Trend
<u>Sickness absence (Council)</u>	4.5	4.5	4.5	4		
<u>Staff numbers</u>	15,010	14,949	14,992	N/A		
<u>Staff turnover rate</u>	7.66%	7.94%	7.84%	N/A		N/A
<u>Number of attendances per 1,000 population for all pools operated by Edinburgh Leisure</u>	N/A	726	N/A	697		
<u>Number of attendances per 1,000 population for all indoor facilities operated by Edinburgh Leisure</u>	N/A	577	N/A	601		
<u>Museum and Galleries total annual attendances (fin year)</u>	N/A	509,592	584,187	454,057		
<u>Customer satisfaction across all channels (sample)</u>	N/A	89.1%	90.21%	90%		
<u>Customer Hub Enquiries resolved at first point of contact</u>	N/A	79%	80.6%	80%		
<u>Number of face to face transactions through Customer Hub</u>	N/A	7,587	10,453	10,500		
<u>Number of digital transactions (email/web) through Customer Hub</u>	N/A	7,256	8,197	6,500		
<u>% of major projects over £5M being managed outwith CPO (but with CPO engagement)</u>	N/A	36%	36%	80%		

FOI response	72%	83%	70%	100%		
Proportion of Council Tax Collected	44.3%	52.7%	61.4%	61.5%		
Proportion of Business Rates (NDR) Collected	35.24%	47.39%	59.28%	58.78%		n/a
Progress against LTFP to deliver revenue savings, 2012/13 (Council-wide) (£k)	N/A	N/A	24,046	27,391		n/a
Aged Debtors – Value of debt more than 90 days old (annual indicator)	N/A	£14.81M	£14.38M	£15.03M		
Days to process New Benefit Claims	32.74	34.24	35.4	24		
Days to process Benefit Change of Circumstances	13	13.39	13.32	10		
	2009	2010	2011	Target	Status	Trend
% customers who are satisfied that it is easy to find information they want from the Council (EPS)	59%	67%	68%	60%		
% customers who are satisfied that the Council keeps them informed about the services it provides (EPS)	58%	58%	61%	60%		
Satisfaction with Management of the City	35%	57%	46%	N/A		

Appendix 2: Corporate Dashboard

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

Director's notes:

Areas showing good performance

Attainment – all seven of the national priority indicators show year-on-year improvement since 2008. All are in line (within one percentage point) or better than our Comparator Authorities' average. Almost all are in line with or better than the national average. Performance is particularly good at Level 5 and 6 with improving the attainment of the lowest achieving pupils remaining a priority.





Attendance - latest figures from the school management system shows improvement at both primary and secondary. National data is not yet available.










Areas for improvement



Primary school exclusion – data for 2011/12 is not yet available as a rate per 1,000 (will be published in February 2013). However, our figures for the year 2011/12 show an overall improvement in instances of temporary exclusion as a result of close monitoring and revised policies and procedures. We therefore expect this indicator to show improvement.


Placements with Edinburgh foster carers and Percentage of children looked after at home – Work is being undertaken through the Early Years Change Fund Action Plan and Steering Group to increase the proportion of Looked After Children who are looked after at home and to increase the proportion of Looked After Children who are placed with CEC foster carers. Progress will be closely monitored. Additionally where targets are found to be inappropriate, these will be revised. This work includes a new foster care campaign to recruit more Edinburgh foster carers.

Teenage pregnancy – although this figure is outwith target and shows a slight increase on the figure for last year, the overall trend is a reduction from over 9 in 2006/07. There is a joint-agency approach to addressing this issue which will be done through the Children's Partnership. A Risk-taking Behaviours Policy has been developed to support a more integrated approach to personal and social education and sexual health seminars for S5 pupils are now well-established. A pilot of risk-taking behaviour seminars for S4 pupils is forthcoming.

Indicator	2009/10	2010/11	2011/12	Target	Status	Latest Note
Children's literacy at P1	89%	88%	90%	90%		Age appropriate development measures for 0-5s and primary school age are being developed. This interim measure is based on the baseline numeracy and literacy tests at entry to P1.
Attainment - 5+ at Level 5 by the end of S6	50.2%	52.9%	55.1%	51%		This data is a 3-year rolling average with the latest figure relating to the three-year average (09/10 - 11/12) of the percentage of the relevant S4 cohort achieving at least five awards at SCQF Level 5 or above by the end of S6. Performance in this indicator is better than both the national average of 52.6% and the comparator authorities' average of 51.7%.
S4 pupil attainment (Lowest 20%)	56	62	N/A	57		Latest performance data relates to 2010/11 pre-appeal. Targets are based on forward projection of past 5 years' performance and revised due to significant improvement on the 2009/10 figure of 56.
School leavers' destinations	82.5%	87.4%	N/A	88.9%		The figure of 87.4% relates to leavers from session 2010/11 and shows

Indicator	2009/10	2010/11	2011/12	Target	Status	Latest Note
						an improvement of 4.9%. The current target is to equal the national average which for 2010/11 is 88.9%.
Primary school attendance	94.8%	94.5%	95.2%	95%		The figure of 95.2% relates to performance over the school year 2011/12 and is taken directly from the schools' management system. This shows a significant improvement from the figure in 2010/11. No national data is available for 2011/12 as this will now be published once every two years. The national average was 94.8% in 2010/11.
Secondary school attendance	91.1%	91%	92.7%	91.2%		The figure of 92.7% relates to performance over the school year 2011/12 and is taken directly from the schools' management system. This shows a significant improvement from the figure in 2010/11. No national data is available for 2011/12 as this will now be published once every two years. The national average was 91.1% in 2010/11.
Primary school exclusions	11	13	N/A	11		Data relates to school session 2010/11. Monitoring of exclusions using this definition is in its infancy and targets may be revised in future
Secondary school exclusions	69	55	N/A	69		Data relates to school session 2010/11. Edinburgh currently performs favourably in comparison with the national picture. Monitoring of exclusions using this definition is in its infancy and targets may be revised in future.
Children who need to be looked after	1,297	1,342	1,398			Data is the figure as at the end of March 2012. We do not set targets for this measure as the safety of children is paramount although the aim is to use early intervention techniques to minimise the number of children who need to be looked after.
Placements with Council foster carers	65%	60%	57%	63%		57% is the figure as at the end of March 2012. Ability to meet the challenging targets is dependent on the success of the recent recruitment drive and future demand for places.
PE in primary schools	22.4%	62%	80%	85%		There has been significant improvement in the percentage of primary schools delivering 120 minutes of quality curriculum PE since 2009/10 when it was 22.4%. A challenge remains to improve to the 100% target by 2014.
PE in secondary schools	21.7%	43%	70%	80%		There has been significant improvement in the percentage of secondary schools delivering 120 minutes of quality curriculum PE since 2009/10 when it was 21.7%. Note that the target has been revised to 2 periods rather than 2 hours of PE to accommodate timetabling in secondary schools. A challenge remains to improve to the 100% target by 2014.
Teenage pregnancies	8.1	8.3	N/A	7.4		The 2010/11 NHS Lothian target is 7.4 per 1000 (ISD release 28 June 2009). Data are reported as a three year rolling average with a decrease from 173 to 160 from 2005/07 to 2008/10 in Edinburgh. These figures are higher than the national average which was 7.4 in 2008/10, a reduction from the previous period when it was 7.6.


Indicator	2009/10	2010/11	2011/12	Target	Status	Latest Note
School's response to bullying at S2	N/A	67%	73%	75%		Tentative, challenging targets have been set, aiming eventually to reach 100% by 2014/15.
Satisfaction with schools	N/A	94%	91%	93%		Data is taken from the survey of parents and carers from the question 'Overall, I am happy with the school'. The data shows high levels of satisfaction with the challenging target of reaching 100% by 2015.

Indicator	Apr 12	May 12	Jun 12	July 12	Aug 12	Sep 12	Oct 12	Target	Status	Latest Note
Children looked after at home	27%	27%	27%	27%	28%	27%	27%			

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

Director's notes:










Performance on all three indicators exceeds the targets set, assuming straight line progress. It is acknowledged that there will inevitably be peaks and troughs in jobs and investment, which will affect future performance. It is therefore too early to draw conclusions on whether the targets have been set at the correct level and the effectiveness of the measurement data. To ensure that the targets and measures are robust, City Development commits to a review of the Economy theme performance monitoring framework by the end of the first year of the Operational Plan in March 2013.


Indicator	Q1 2012	Q2 2012	Target	Status	Latest Note
Support the creation and safeguarding of jobs	193	364	334		
Support investment in development and regeneration	£68M	£73M	£33.4M		The target here is based on a three year period. While performance this quarter is ahead of target, we will continue to monitor performance against target over the next two quarters and review the target at that time.
Support the movement of unemployed people into work or learning	490	1,036	1,000		



3. Edinburgh is an excellent place to live, study, work, visit and invest


Director's notes:

1. The cost of refuse collection - the introduction of new shift patterns and routes will help to reduce the cost of managing waste.
2. The introduction of Managed Weekly Collections (MWCs) is intended to support reductions to landfill.
3. Rent lost on empty homes - it should be noted that performance is still better than the 2011/12 Scottish Local Authorities average of 1.3%.
4. A housing options review and implementation plan is being progressed to deliver further improvements in preventing homelessness.

Indicator	Apr 12	May 12	Jun 12	July 12	Aug 12	Sep 12	Oct 12	Target	Status	Latest Note
Completed criminal justice orders	63.8%	65.2%	77.5%	71.4%	75.4%	74.7%	67.1%	65%		Performance drops for orders ending in October but is still above target.
Tenants' satisfaction with repairs	96%	94%	96%	98%	93%	100%	96%	96%		
Rent lost on empty homes	0.58%	0.55%	0.56%	0.55%	0.56%	0.57%	0.56%	0.4%		Above target for 2012/13 which in monetary terms is currently £106,407. The cash value is increasing as re-let times remain similar to last year and rents are increasing. The rent loss has decreased slightly from 0.57% in September 2012 to 0.56% in October 2012. This is an annual end of year target and there will be variations during the reporting periods.
Cost of refuse collection	N/A	£70.95	£70.65	£70.69	£71.36	£72.07	£73.58	£70.33		The main reason for the increase from August has been the additional transitional costs incurred with the move to managed weekly collections (MWC).
Response to noise complaints	100%	99%	99%	98%	99%	99%	100%	99%		399/400
Letting empty homes	22	21	20	21	24	22	22	22		
Visits to libraries	248,006	262,318	253,559	265,081	284,967	256,789	263,901	256,711		
Waste Landfilled (projected)	125,271	127,537	127,614	129,022	132,088	128,273	131,645	131,222		Figures have been adjusted to include all municipal waste arising. Predictions were made of the likely impact of the introduction of managed weekly collections (MWC). Tonnages have been greater than anticipated but it is still too early to accurately predict the longer term impact of MWC.
% of housing advice cases which do not go on to present as homeless	54%	50%	52%	53%	56%	53%	52%	55%		807 households presented for advice and assessment, 383 went on to have a homeless assessment. 424 households had an

Indicator	Apr 12	May 12	Jun 12	July 12	Aug 12	Sep 12	Oct 12	Target	Status	Latest Note
										advice only interview. Although still below target this shows general improvement over the past 12 months. A housing options review and implementation plan is being progressed to deliver further improvements. Staff consultation sessions based on SHR feedback will be held in December to drive this forward.
Householder Planning applications in 2 months	92.6%	94.6%	90.7%	91.8%	89.1%	91.4%	90.8%	90.0%		








Indicator	Q3 2011	Q4 2011	Q1 2012	Q2 2012	Target	Status	Latest Note
Cleanliness of streets (CIMS)	69	71	72	72	72		Figures relate to performance for September 2012 (2nd Quarter 2012/13).
Re-offending: sexual or violent crimes	N/A	1	1	1	0		This shows performance for the quarter ending September 2012. The next update will be for the quarter ending December 2012.

Indicator	2009	2010	2011	Target	Status	Latest Note
Satisfaction with the Neighbourhood as a place to live	92%	89%	90%	86%		Satisfaction with neighbourhood as a place to live shows a high level of consistency. No individual neighbourhood has seen a significant fall in satisfaction over this period.

4. Health and wellbeing are improved in Edinburgh and there is a high quality of care and protection for those who need it

Director's notes:

1. Delayed discharge continues to be a problem for flow in NHS beds. In order to ensure there is capacity to support people being discharged home, domiciliary care capacity was increased by 12.7% in the first seven months of 2012/13. The number of people waiting for a care home place whilst in hospital was 39 at the October delayed discharge census. The number of patients waiting longer than six weeks has remained stable. There will be a requirement to reduce further to a maximum of four weeks by 31 March 2013.
2. The balance of care has increased and is now slightly ahead of trajectory, due to the large increase in domiciliary care provision.
3. The number of people starting substance misuse treatment increased by a third in October compared with September. Despite this large increase in demand, 83% of people started treatment within three weeks, a small fall on performance in September.











Indicator	Apr 12	May 12	Jun 12	July 12	Aug 12	Sep 12	Oct 12	Target	Status	Latest Note
Respite nights in care homes (18+)	1,519	1,473	1,571	1,696	1,743	1,604	N/A	1,486		The number of respite bed nights increased in August. There is a time-lag of one month in receiving information on respite provision.
Late discharge from hospital	1	4	2	10	16	20	21	0		Efforts are ongoing to address the current levels of delay, including regular teleconferencing between NHS and Council colleagues. Work is ongoing to secure additional packages of care to enable people to move out of hospital.
Reduction in care by reablement	36.6%	46%	36%	30.4%	43.2%	39.2%	39.5%	40%		Performance has improved slightly but remains just below target.
Direct payments	671	680	680	711	734	741	745	751		The number of people receiving a direct payment increased in September, but fell short of the target of a net increase of ten people per month.
Proportion of cases meeting the three week target timescale from referral to start of treatment for drugs and alcohol	68%	77%	78%	79%	81%	85%	83%	85%		The percentage of people waiting less than 3 weeks has fallen slightly since last month (85% down to 83%). however, the number of people starting a service in October increased by 74 to 303 from 229 in September.
Balance of Care: Proportion of older people receiving an intensive service who are at home at end of period	29.8%	30%	30.1%	30.5%	30.3%	30.4%	31.4%	30.8%		The balance of care has remained fairly stable over the last few months, but is slightly behind target.
Satisfaction with Adult Care Services	81%	81%	80%	79%	79%	79%	78%	80%		Performance remains stable.



5. The Council is an efficient and effective organisation




Director's notes:

1. The menu of indicators has been refreshed following a review of performance reporting across the service.
2. Further work is underway to develop targets for the indicators where these are appropriate.
3. FoI performance has been adversely affected by requests relating to Property Conservation, 85% of requests relating to other subjects have been met on time. Improvement actions are being put in place to address performance.
4. Both benefits indicators are below target as a result of an increase of over 23% in the volume received and a national change in process (ATLAS). It should be noted that the Council's administration cost compares favorably with other Scottish cities and error rates have remained below challenging DWP thresholds.

Indicator	Apr 12	May 12	Jun 12	July 12	Aug 12	Sep 12	Oct 12	Target	Status	Latest Note
Sickness absence rate	4.6	4.6	4.6	4.6	4.5	4.5	4.5	4.0		Rounding has increased the value shown by 0.05%, absence has fallen by 0.01% since last period.
Staff numbers (FTE)	15076	15061	14918	14900	15010	14949	14992	N/A		This is an increase of over 40 FTE since last period, and results from Business Gateway staff transferring to the Council under TUPE and the recruitment of care workers and care assistants in HSC.
Staff turnover rate	8.78%	8.72%	7.99%	7.92%	7.80%	7.74%	7.63%	7.66%		Turnover rate for permanent staff.
Edinburgh Leisure: Number of attendances per 1,000 population for all pools operated by Edinburgh Leisure	N/A	742	N/A	643	N/A	726	N/A	697		Target exceeded. Admissions to pools were 4% ahead of target and 34% above the figure for this period in 2011.
Edinburgh Leisure: Edinburgh Leisure: Number of attendances per 1,000 population for all indoor facilities operated by Edinburgh Leisure	N/A	613	N/A	562	N/A	577	N/A	601		Target not met but within tolerance. Admissions were, however, 6% above the corresponding figure in 2011.
Museum and Galleries total annual attendances (fin year)	N/A	N/A	N/A	N/A	N/A	509,592	584,187	454,057		On track to exceed annual attendance target.

Indicator	Apr 12	May 12	Jun 12	July 12	Aug 12	Sep 12	Oct 12	Target	Status	Latest Note
Customer satisfaction across all channels (sample)*	N/A	N/A	N/A	N/A	N/A	89.1%	90.21%	90%		Following a slight dip in performance in September caused by enquiries relating to the changes in bin collections performance has recovered and is above target.
Customer Hub Enquiries resolved at first point of contact*	N/A	N/A	N/A	N/A	N/A	79%	80.6%	80%		Following a dip in September caused by issues relating to the changes to bin collections performance has recovered and is again ahead of target.
Number of face to face transactions through Hub*	N/A	N/A	N/A	N/A	N/A	7,587	10,453	10,500		This measure now includes general counter enquiries and licensing which accounts for the sharp increase from the September figure. This is a new measure which will be subject to review as more data is gathered. Visit numbers however will be impacted by changes in service offerings, e.g. the planned expansion of controlled parking zones.
Number of digital transactions (email/web) through Hub*	N/A	N/A	N/A	N/A	N/A	7,256	8,197	6,500		Although performance is well above target this was in significant part driven by a threefold increase in e-mails relating to enquiries about the changes to bin collections.
% of major projects over £5M being managed outwith CPO (but with CPO engagement)	N/A	N/A	N/A	N/A	N/A	36%	36%	80%		28 Major projects have been identified, of which 10 have CPO engagement. Further projects to be added from Change Plan. Target will be reviewed once full list is agreed.
FOI response	88%	82%	83%	77%	72%	83%	70%	100%		Performance has been adversely affected by requests relating to property conservation, 85% of requests relating to other subjects are met on time.
Proportion of Council Tax Collected	10.08%	18.8%	27.24%	35.8%	44.3%	52.7%	61.4%	61.5%		Year to date performance is 61.4%. 61.5% target is based on corresponding rate for last year.
Proportion of Business Rates (NDR) Collected	0.3%	8.84%	15.89%	24.87%	35.24%	47.39%	59.28%	58.78%		59.28% is the year to date performance. Ahead of target (58.7%) based on previous year's collection rate for the same period.
Progress against LTFP to deliver revenue savings, 2012/13 (Council-wide) (£k)	N/A	N/A	N/A	N/A	N/A	N/A	24,046	27,391		A full update regarding progress in the delivery of budget savings will be included in the revenue monitoring report to be considered by the Finance and Budget Committee on 17 January.
Aged Debtors – Value of debt more than 90 days old (annual indicator)	N/A	N/A	N/A	N/A	N/A	£14.81M	£14.38M	£15.03M		The percentage of Accounts Receivable debt over 90 days old is 60.29% of the total debt outstanding as at 12/11/12. This has decreased from 65.43% as at 05/09/12 and is primarily due to Statutory Repairs debt

Indicator	Apr 12	May 12	Jun 12	July 12	Aug 12	Sep 12	Oct 12	Target	Status	Latest Note
										over 90 days old of £7,672,742. Excluding Statutory Repairs the amount of debt over 90 days old is £6,706,531 equating to 44.62%.
Days to process New Benefit Claims	28.36	28.76	29.89	32.06	32.74	34.24	35.4	24		The time to process new Benefit Claims was 35.4 days against a target of 24 days, based on the 3 DWP reporting periods from 14/07/12 to 13/10/12. The cumulative year to date performance is 32.49 days. The year end outturn for 2011/12 was an average of 36.23 days against a target of 29 days. Recent performance has been badly affected by staff holidays and IT system downtime. Increased resources have been authorised from December and improvement will follow with the aim of achieving the target of 24 days during the first quarter of next year.
Days to process Benefit Change of Circumstances	7.08	7.55	8.53	12.12	13	13.39	13.32	10		The time to process Benefit Change of Circumstances was 13.32 days against a target of 10 days, based on the 3 DWP reporting periods from 14/07/12 to 13/10/12. The cumulative year to date performance is 10.89 days. The year end outturn for 2011/12 was an average of 14.84 days against a target of 10 days. Recent performance has been badly affected by staff holidays and IT system downtime. Increased resources have been authorised from December in order to get us back on track to hit the annual target of 10 days for the 2012/13 outturn performance. The combined Right Time Indicator (RTI) is 16.81 days against a target of 13 days.

Indicator	2009	2010	2011	Target	Status	Latest Note
% customers who are satisfied that it is easy to find information they want from the Council (EPS)	59%	67%	61%	60%		Results of the Edinburgh Peoples Survey 2012 are likely to be published in February 2013.
% customers who are satisfied that the Council keeps them informed about the services it provides (EPS)	58%	58%	62%	60%		Results of the Edinburgh Peoples Survey 2012 are likely to be published in February 2013.
Satisfaction with Management of the City	35%	57%	46%			Results of the Edinburgh Peoples Survey 2012 are likely to be published in February 2013.

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

Appendix 3: Strategic Outcomes

Pledge Area

Ensure every child in Edinburgh has the best start in life.

Strategic Outcome(s)

SO1 - Our children have the best start in life, are able to make and sustain relationships and are ready to succeed

SO3 - Our children and young people at risk, or with a disability, have improved life chances

Objective(s)

Improve support in early years so that children reach appropriate developmental and social milestones.

Improve life chances for Looked After Children including increasing the focus on Corporate Parenting.

Improve early support for children with Additional Support Needs (ASN).

Improve early support for families so that fewer children need to be looked after, with particular focus on addressing the impact of drug and alcohol misuse.

Summary

This briefing is presented under four headings moving through a 'journey of need' from the early years, to 'Children in Need', to Child Protection to Children Looked After. Detail is given of how well we are doing and what improvement activity is being or will be undertaken in each of the four areas. Appendix 2 shows details of relevant performance indicators. These are as published in the Children and Families Standards and Quality Report, the annual report of performance for the service area, reported to the Education, Children and Families Committee on 9 October 2012.

Work across all of the following areas is underpinned by the Early Years Change Fund Action Plan.

Background

The number of 3-4 year olds in the city is estimated to have increased by 20% to around 10,200 between 2007 and 2011. The number of pre-school places has increase by 8% over the past two years to accommodate the rising numbers. Pre-school establishment provision currently consists of nine Child and Family Centres, 16 nursery schools (one with a specialist class), 69 nursery classes (one with a specialist class) and five Early Years Centres. The authority is also in partnership with around 120 pre-school

providers per year who provide pre-school education and care. Early Years work is underpinned by an Early Years Strategy which is routinely monitored and reported to Committee.

Good progress is being made in implementing *Getting it right for every child* and there is strong joint agency commitment to identifying and meeting children's needs earlier and more effectively. However, we know there is a significant increase in the number of children and young people living in homes where there is problematic substance use or domestic violence and that many of these children are on the 'edge of care'.

The number of reported Child Protection referrals has shown an increase in recent years with around 1,900 in 2011. The number of children on the Child Protection Register continues to fluctuate, with the annual reported figures ranging from 235 to 311 over the last five years. The number of children on the Child Protection Register in Edinburgh at the end of March 2011 was 266. There have been significant improvements in child protection services since the Child Protection Action Plan was implemented following an inspection by HMIE in 2007 and follow up inspection in 2009. The plan continues to be developed and implemented and improvements are continuing. Close monitoring through the Children and Families Social Work Performance Management Group has also been successful in ensuring improvements.

The number of children requiring to be looked after was 1,362 as at the end of July 2011 with 410 of those looked after at home and 515 in foster care. This figure has shown a steady rise with a 14% increase between 2006 and 2011. The make up of this population over this period has changed significantly with 40% more children placed with foster carers and 20% fewer staying at home. The demand for foster care places continues to increase.

Linkages

In addition to contributing to delivering the Capital Coalition Pledge "Ensure every child in Edinburgh has the best start in life", activity in this area contributes towards the Edinburgh Partnership objective to ensure that "Edinburgh's children and young people enjoy their childhood and fulfil their potential".

How are we doing and what else do we need to do?

Early Years

What's working well?

- 100% of pre-school establishments were judged by the Care Inspectorate in inspection reports to be *good* or better. Of the early years establishments inspected by Education Scotland, all were graded as *positive*.

- All Local Authority nursery staff and 89% of voluntary and private sector staff meet qualification standards.
- Good performance in literacy and numeracy on entry to P1 has been maintained at around 90% using a standardised baseline assessment.
- Two nurseries have received national awards.
- Nearly 850 parents and carers have participated in Family Learning opportunities.

What else do we need to do?

- Plan for the provision of a minimum of 600 hours of early learning and childcare per annum.
- Strengthen support for vulnerable children, particularly for pre-birth to aged five Looked After Children.
- Further improve levels of literacy and numeracy by P1.
- Increase the availability of flexible, affordable childcare including through the development of a childcare cooperative.

Children in Need

What's working well?

- Mainstreaming the *Getting it right for every child* approach is well underway.
- HMIE strategic visit and review of services reported improved inter-agency working.
- Fewer children and young people are permanently excluded from school.
- Identification and support of young carers is improving.

What else do we need to do?

- Provide more systematic early support for families with an emphasis on behaviour change.
- Implement a Single Child's Plan for all children and young people who require this.
- Develop and implement the role of the key worker / trusted professional for each child in need.
- Improve data collection and information-sharing about adults with problematic substance use living in households where there are children whose lives are being affected.

- Distribute resources more equitably based on levels of need and demographics.

Child Protection

What's working well?

- Supervision visits being carried out within the 15 day timescale has continued to improve and was 98% in 2011/12.
- The percentage of children re-registered on the Child Protection Register within two years has reduced from 11% to 6%.
- Good system of case file audits now in place with improvements identified and implemented.
- Case file audits show that the quality of the case files in terms of meeting children's needs has improved.

What else do we need to do?

- Continue to regularly monitor performance at the local and individual level, where required, with high quality exception reporting in place to identify and implement improvements.
- Develop and implement a strategy to further engage children and their families with the services they receive.
- Ensure required improvements, identified through performance monitoring, case file audits, inspection findings, Child Protection Action Plan etc are implemented.
- Build on the results of the 3 month pilot of qualitative case evaluation.

Looked After Children

What's working well

- Educational outcomes for Looked After Children has improved with the latest Scottish Government publication showing that attendance, attainment and positive destinations have increased and are above the national average.
- Reviews of Looked After Children being carried out within timescales has improved to 81%.
- A Corporate Parenting Action Plan has been developed with partners and in consultation with young people to improve opportunities and outcomes for Looked After Children.
- Family Based Care received grades of *very good* across all quality statements in July 2012.

What else do we need to do?













- Improve care planning, and outcomes, for those leaving care.
- Increase the percentage of Looked After Children who are looked after at home.
- Further improve outcomes for Looked After Children, particularly exclusions from school, so that the outcomes for this group of children are closer to the average for other children in the city.
- Increase the percentage of those in foster care who are placed with City of Edinburgh foster carers.
- Provide good quality accommodation for all looked after children and ensure care leavers have access to safe, affordable, housing.















Next Steps
















Next steps in this area are underpinned by the Children and Families Service Plan and Standards and Quality Report













Achieving Excellence Performance Briefing







Edinburgh's children and young people enjoy their childhood and fulfil their potential - SO1 and SO3

Performance Indicator	2009/10	2010/11	2011/12	Current Target	Status	Long Term Trend	Note	Assigned To
	Value	Value	Value					
Percentage of pre-school settings achieving positive (satisfactory or better) inspection reports	N/A	85%	87%	88%			Latest data taken from 93 Education Scotland inspections (28 April 2008-31 March 2012) of all local authority and partner provider pre-school settings. National performance is 92%. The latest year's performance showing 92% receiving positive Education Scotland inspection reports. 100% of establishments inspected between July 2010 and June 2011 were rated Good, Very Good or Excellent by the Care Inspectorate.	Aileen Mclean
Percentage of children entering P1 with a baseline numeracy score of 85 or more	91%	90%	91%	92%			Age appropriate development measures for 0-5s and primary school age are being developed. This interim measure is based on the baseline numeracy and literacy tests at entry to P1.	Aileen Mclean
Percentage of children entering P1 with a baseline literacy score of 85 or more	89%	88%	90%	90%			Age appropriate development measures for 0-5s and primary school age are being developed. This interim measure is based on the baseline numeracy and literacy tests at entry to P1.	Aileen Mclean
Percentage of private sector and voluntary sector early years/childcare workers who meet SSSC requirements	83%	89%	N/A	89%			Previous target of 84% has been surpassed and the target now is to maintain at 89% to reflect annual turnover of staff. 100% of Local Authority staff are qualified.	Gillian Hunt; Aileen Mclean
Percentage of partner provider pre-school establishments with access to qualified teacher	37%	37%	N/A	37%			By increasing the number of early years peripatetic teachers, additional teacher support has been provided to 50% of partner provider nurseries.	Aileen Mclean
Numbers of parents and carers participating in Family Learning opportunities in targeted schools and nurseries	481	750	848	800				David Bruce

Performance Indicator	2009/10	2010/11	2011/12	Current Target	Status	Long Term Trend	Note	Assigned To
	Value	Value	Value					
Percentage of P1 to P3 classes of 18 or less	14.5%	16.5%	15.3%	20%			Current performance data taken from pupil census in September 2011. Our priority in reducing class sizes further is to focus on Positive Action schools. Latest information (as at 11 September 2012) shows 51% of P1 pupils in PA schools in classes of 18 or fewer and 76% in classes of 20 or fewer. The long-term target is for P1-P3 pupils in all Positive Action schools to be in class sizes of 18 or fewer where physical accommodation allows.	Ron Waddell
Child Protection								
Number of children on the Child Protection Register	228	251	225					Andy Jeffries
Percentage of initial child protection case conferences taking place within timescales	86%	78.7%	81%	100%			Note the latest performance shows improvement over the previous year and standard changed from 28 days to 21 days. Performance relating to 28 days was 95%	Andy Jeffries
Percentage of children added to the CPR within the last year who had been de-registered within the preceding two years	11%	6%	6%				The aim is to minimise but targets are not set as we must respond to need. Individuals are monitored on a monthly basis.	Andy Jeffries
Percentage of initial visits made within 15 days of a new supervision requirement	86%	85%	98%	100%			Performance in this indicator has significantly improved since it was 48.7% in 2006/07.	Andy Jeffries
Percentage of reports (IARS and SBRs) including offence focussed reports submitted on time	53%	65%	77%	75%			75% is the national target. 77% is the full year figure published by SCRA in July 2012. This indicator has been the subject of rigorous monthly monitoring and sustained improvement activity, resulting in continuous improvement since it was 36.9% in 2008/09. The 75% target has been exceeded for the first time. The national figure for 2011/12 is 56%.	Andy Jeffries
Looked After Children								
Number of children who need to be looked after	1,297	1,342	1,398				Data is the figure as at the end of March 2012. We do not set targets for this measure as the safety of children is paramount although the aim is to use early intervention techniques to minimise the	Alistair Gaw

Performance Indicator	2009/10	2010/11	2011/12	Current Target	Status	Long Term Trend	Note	Assigned To
	Value	Value	Value					
							number of children who need to be looked after.	
Number of children who need to be looked after (rate per 1,000 0-18)	15.4	15.1	15.4				We aim to reduce the overall number of children who need to be looked after through early support for children and families (while still responding to need). The total number of Looked After Children as at end of July 2011 was 1,359. The national rate was 14.6 and the HMIE comparator authority rate was 18.2.	Alistair Gaw
Number of children starting to be looked after and accommodated	N/A	287	305				Latest performance data relates to information from April 2011 - March 2012 and counts the number of Looked After Children becoming accommodated throughout the year.	Scott Dunbar; Andy Jeffries
Numbers of parents and carers participating in Family Learning opportunities in targeted schools and nurseries	481	750	848	800			The number of parents and carers benefiting from Family Learning Provision is increasing steadily.	David Bruce
Numbers of children using family based day care services	N/A	141	141	150			Data is as at the end of March 2011. The aim is to improve the already good performance. This also contributes to SO1 and the Early Years Strategy.	Scott Dunbar
Percentage of units/services achieving Care Inspectorate inspection reports with average gradings of Good or better	50%	86%	N/A				Performance is for Young People's Centres, Residential, Secure and Fostering and Adoption services for financial year 2010/11. Due to a change in the way in which the Care Inspectorate carries out inspections it is not possible to calculate a comparable figure for 2011/12. All Family Based Care inspections achieved gradings of Good, Very Good or Excellent across all quality indicators inspected.	Scott Dunbar
Number of available emergency foster placements	8	8	N/A	9			Significant increase in recruitment for emergency carers for children aged 12 and over.	Scott Dunbar
Number of children per annum leaving accommodation through adoption	40	46	49	50				Scott Dunbar
Percentage Looked After and Accommodated Children's reviews taking place within statutory timescales	N/A	62%	81%	70%			The aim is to sustain the significant improvement already made in the performance for this indicator (62% in 2010/11).	Andy Jeffries

Performance Indicator	2009/10	2010/11	2011/12	Current Target	Status	Long Term Trend	Note	Assigned To
	Value	Value	Value					
Percentage of children placed in full-time foster care with City of Edinburgh Council foster carers	65%	60%	57%	63%			57% is the figure as at the end of March 2012. Ability to meet the challenging targets is dependent on the success of the recent recruitment drive and future demand for places.	Scott Dunbar
Percentage of formerly looked after children with pathway coordinators	55%	43%	50%	55%			Data is as at the end of July 2012. Work has been undertaken during 2011/12 to ensure accurate recording of Pathway Coordinators.	Scott Dunbar
Percentage of formerly looked after children with pathway plans	8%	9%	54%	55%			Recording issues have previously had a significant negative impact on the reported figure. Work has been undertaken during 2011/12 to put in place a process for the ongoing recording of Pathway Plan information at the time of reviews for young people and this, combined with a one off exercise to address previous recording issues, has led to the significant improvement in the figure for 2011/12.	Scott Dunbar
Percentage of those eligible receiving aftercare services	N/A	82%	84%				City of Edinburgh performs very well in this measure when compared to the national position (65%). Aim is to maintain performance. Data is as at end July 2011.	Scott Dunbar
Percentage of looked after children receiving after care service who are economically active	30%	36%	N/A	35%			This indicator relates to the Economic Activity of young people receiving aftercare, where their status is known by the service. The higher figure for 2010 is primarily due to an increased focus on the recording of such information. This figure compares favourably with the national figure of 22%.	Scott Dunbar
Percentage of half days school attendance for Looked After Children	N/A	88.6%	88.7%				Targets are under development and will be completed once full trend information is available	Alistair Gaw

Performance Indicator	2009/10	2010/11	2011/12	Current Target	Status	Long Term Trend	Note	Assigned To
	Value	Value	Value					
							and the first review of the Corporate Parenting Action Plan has taken place. Latest performance data shows a slight improvement on the previous year with performance better than the national average of 88.6%.	
Rate of exclusion for Looked After Children (per 1,000 population)	N/A	303	332				Targets are under development and will be completed once full trend information is available and the first review of the Corporate Parenting Action Plan has taken place. Latest performance data shows a slight improvement on the previous year with performance worse than the national average of 326.	Alistair Gaw
Average tariff score for Looked After Children	N/A	78	84				Targets are under development and will be completed once full trend information is available and the first review of the Corporate Parenting Action Plan has taken place. Latest performance data shows a slight improvement on the previous year with performance better than the national average of 79.	Alistair Gaw
Percentage of Looked After Children entering a positive destination on leaving school	N/A	60%	63%				Targets are under development and will be completed once full trend information is available and the first review of the Corporate Parenting Action Plan has taken place. Latest performance data shows a slight improvement on the previous year with performance better than the national average of 55%.	Alistair Gaw

Pledge Area

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

Strategic Outcome(s)

Edinburgh's economy creates and sustains job opportunities

Edinburgh's residents are able to access job opportunities

Edinburgh draws new investment in development and regeneration

Objective(s)

Support businesses

Summary

This briefing gives detailed information on progress towards the Pledge Area: Edinburgh's economy delivers increased investment, jobs and opportunities for all.

The strategy map for this Pledge Area shows the Strategic Outcomes listed above relating to job creation, investment in development and improving access to jobs. These outcomes are fulfilled by the four objectives contained in the Council's Economic Strategy – Invest in development and regeneration, support inward investors, support businesses and help unemployed people into work or learning.

These programmes are led by the Economic Development Service with contributions from other Council Service Areas as required. This report provides an overview of performance against Key Performance Indicators, and a more in-depth update on progress towards one of these four programmes: "support businesses". Activity to support this programme is particularly relevant in this period with the opening of the new one-door Business Gateway Service. Updates on other programmes will be provided in future briefings.

Background

Support businesses is one of the Council's four programmes in its Economic Strategy for 2012-17, "A Strategy for Jobs", which works towards the pledge area described above. The recent period has seen a significant range of activities geared to improving the coordination of services to businesses in the city through Business Gateway. The importance of this strand of work was emphasised in the 2011 Edinburgh Economic Review, which emphasised the role of small businesses and High Growth Firms as a source of potential new jobs in the city.

The Economic Strategy includes three specific targets for the Council to deliver over the period 2012-15. Among these, the Strategy targets states the Economic Development Service will “support the creation and safeguarding of 2,000 jobs (net) in Edinburgh”. Business Gateway services are vital to the jobs targets outlined in the strategy as many new jobs emerge from new business start ups and growing businesses.

The report “[Economic Development Service - Key Performance Indicators November 2012](#)” provides an overview of performance, reporting on progress to date against the three Key Performance Indicators contained in the Economic Strategy. The figures used to measure progress against the targets associated with these indicators, are gathered from a variety of sub-indicators summarised on the strategy map and explained more fully in the technical appendix to the Economic Development Service’s (“the Service”) Operational Plan. The report shows that performance is ahead of target on all three indicators. To avoid complacency however, and ensure that the targets and measures are robust, the report commits to a review by the end of the first year of the Operational Plan. In particular, the report notes that the Service has supported the creation and safeguarding of 172 jobs (net) between 1 July and 1 September 2012, and 364 jobs (net) since 1 April 2012. Performance is therefore currently ahead of target by 31 jobs. As the report shows, the majority of jobs reported for this period were generated through the council’s activities to support businesses.

These activities include:

- Business Gateway
- The “Inspiring Enterprise” support programme for potential high growth companies
- Support for social, young and creative entrepreneurs
- Financial support for businesses, and
- The Interreg “Inspiring Open Innovation” programme.

Linkages

The activities discussed in this briefing make a direct contribution towards the Capital Coalition Pledge to “provide for Edinburgh’s prosperity”. Recognising the importance of a healthy economy to the city’s wellbeing, the activities covered in this briefing also provide a contribution towards the other Pledges in the diagram. In particular, the focus of the Council’s new Economic Strategy on jobs is directly relevant to the Coalition Pledge to “reduce poverty, inequality and deprivation”.

How are we doing?

The key achievement in the most recent period on supporting businesses has been the transfer of Business Gateway staff to a new in-house one-door

service, integrating business support activities with the Building Standards and Planning Services.

This new one-door facility within Waverley Court was formally opened by Sir Tom Farmer during a celebration event on 13 November 2012. This opening marks a significant milestone for the economic strategy towards delivering a key objective that “businesses in the city will have a single point of contact for all business-facing Council services.” The move responds to calls from the business community over a period of years for a more joined-up approach to supporting businesses. It has been a key issue raised as part of the Service’s performance auditing process, and a recurring point of debate for the Edinburgh Business Forum and the Economic Development Strategic Partnership.

In addition to this service, the 13 November event also marked further developments in the Council’s offering for businesses. These include:

- Development of the Edinburgh Business Gateway Partnership, marked by the signing of a new partnership agreement with Edinburgh College. This partnership supports the development of more integrated business support offering between local and national agencies
- The launch of a new broadband grant scheme for small and medium sized enterprises (SMEs). This scheme is part of the Council’s Connected Capital Programme
- The launch of a new ‘one-door approach’ to development consents.

The Council has also reached an agreement with Creative Scotland and Edinburgh College to provide new business and incubation space for creative and digital media companies in Leith.

Further to this theme, the Council’s Economic Strategy 2012-17 includes a commitment to “improve the ability of local firms to benefit from supplier opportunities in the private and public sector”. Towards this commitment, a Business Showcase was arranged on 15 October, providing an opportunity for five innovative Edinburgh firms – Vegware, re:D, Chop-Cloc, Wastesites Ltd, and Brightcare - to present and profile their services to senior council managers at an extended CMT meeting. This represents an innovative example of the ‘whole council’ approach to economic development outlined in the Economic Strategy.

Alongside these operational activities is an ongoing programme of research and analysis aimed both at understanding the reasons underlying the performance being reported, and providing a firm evidence base for resulting interventions. In the “support businesses” programme, this research has included work to identify the scale and needs of High Growth Firms in the city. More recently, the research programme has built on the work carried out for the 2011 Edinburgh Economic Review to further

understand the types and support needs of entrepreneurs in the city.. Further research on this strand will be carried out in November to support the development of the Edinburgh Business Gateway Partnership.

What else do we need to do?

Future priorities for the service under the support businesses theme include:

- A mapping exercise detailing business support activities across the city is to be completed and a report will be presented to the EDSP. This will inform the further development of the Edinburgh Business Gateway Partnership and a detailed delivery plan for 2013/14
- Development work to take place to align Social Enterprise support with the new co-operative capital initiative
- The Princes Trust Youth Business Scotland (formerly PSYBT) now form part of the Business Support team and will be part of the ongoing integration.
- Heriot Watt's Transnational Converge Challenge business plan competition will be held and will involve students from different countries pitching ideas and networking.
- The Turing festival will be fully evaluated, which will inform how the festival develops in 2013
- An Open Innovation project e-zine will be completed before the end of 2012.

Next Steps

Next steps for actions on this theme are outlined in the [Economic Development Service Operational Plan for 2012-15](#).

Pledge Area

Edinburgh is an excellent place to live, study, work, visit and invest

Strategic Outcome(s)

SO16 - Well-housed

Objective(s)

The City Housing Strategy 2012-17 is the plan for ensuring that the Well-housed objective is met. It aims to ensure that people can:

- Live in a home they can afford
- Live in a warm, safe home in a well-managed neighbourhood
- Move home if they need to

Summary

The City Housing Strategy sets the Council's vision and objectives in relation to housing and regeneration.

Edinburgh is a strong performer in comparison to other local authorities. Performance is improving in terms of the number of affordable homes being delivered, the quality of homes and homelessness prevention. However, performance in relation to rent arrears, fuel poverty and length of time spent in temporary accommodation is proving more challenging.

An improvement programme is in place to address performance in these areas and performance is monitored regularly through the Housing and Regeneration Management Team.

Background

Edinburgh is a growing city, with high housing costs. For the city to continue to thrive it needs a healthy housing market that responds to the changing environment and needs of its residents. This is particularly challenging in the current economic climate and given the impact of the programme of welfare reforms.

To deliver its objectives, the City Housing Strategy needs to address three key questions:

- Are enough homes being built to support a growing city;
- Are homes affordable to heat and manage; and
- Are people able to move home when they want to?

Housing performance is monitored monthly at Housing and Regeneration Management Team and the Housing and Regeneration Performance Monitoring Framework ensures:

- Close links between performance monitoring and strategy and policy development
- A robust information management process to ensure consistent reporting
- Performance monitoring that reflects the outcomes of the Social Housing Charter
- Routine benchmarking to identify areas for improvement
- A system for identifying risk and triggering action

The Housing and Regeneration Improvement Programme contains a range of projects that will deliver service redesign and performance improvements. Delivery of this programme is managed through the Housing and Regeneration Strategic Projects Board.

Linkages

'Well-housed' supports a number of Strategic Outcomes, Capital Coalition Pledge Areas and Single Outcome Agreement outcomes. In particular, the City Housing Strategy and Well-housed outcome supports three key areas:

- Edinburgh's economy delivers increased investment, jobs and opportunities for all – housing contributes to economic development in two ways:
 - Through investing in and supporting new supply which provides a much needed boost to the construction industry
 - Ensuring homes are available to people coming to the city to work.
- Health and wellbeing are improved in Edinburgh and there is a high quality of care and protection in place for those who need it – the Housing and Regeneration service and the City Housing Strategy ensure that vulnerable people are supported to remain in their own homes. By providing accessible, adaptable homes and a range of housing support services, delayed discharge is being addressed and unnecessary admissions to hospital and care are being prevented.
- Edinburgh's children and young people enjoy their childhood and fulfil their potential - having a safe, good quality home helps to ensure that children are getting the best start in life.

Well-housed supports the following Coalition priorities:

- Provide for Edinburgh's prosperity
- Maintain and improve the quality of life in Edinburgh

- Strengthen and support communities and keep them safe
- Reduce poverty, inequality and deprivation

How are we doing?

The Edinburgh's Housing and Regeneration service is a top performer, having been graded AAB (the best in Scotland) for Housing Management, Homelessness and Asset Management respectively by the Scottish Housing Regulator.

A summary of the Well-housed performance monitoring framework can be found at Appendix 1. This shows performance against the principle performance indicators over the past four years.

Landlord service:

Benchmarking against the other urban local authorities in Scotland shows Edinburgh performs well.

	Comparative performance		
	2009/10	2010/11	2011/12
Current tenant arrears as percentage of net rent due*	3	2	2
% of homeless people provided with a Council home who maintained their tenancy for at least 12 months	4	6	4
Average length of time a Council house is empty between tenancies	1	2	1
Council houses that meet the Scottish Housing Quality Standard	3	1	2

*(based on 8 urban LAs with stock)

New supply:

- The Council has accessed a significant share of the Scottish Government's pot for delivering affordable homes. Edinburgh is one of only two councils that administers this funding directly and has done so efficiently and effectively since taking this over in 2004.
- Edinburgh gets excellent value for money from public investment in new homes. The Council's leverage rate for affordable homes is better than the Scottish average and is improving.
- The Council is at the forefront of innovation in relation to delivering more affordable homes and has taken advantage of all opportunities to increase supply:

- National Housing Trust
 - On-lending to Registered Social Landlords
 - Mid market rent
 - Affordable Housing Policy
- New council homes are also being built for the first time in a generation. This is bringing forward sites that otherwise would not have been developed.

Strengths –

- In March 2012, 1,400 new affordable homes were under construction across the city. There are another 1,555 new affordable homes approved for site start. In 2011/12 there was around £200m of direct and indirect investment in housing in the city, supporting 2,000 jobs. This is delivering new affordable homes right across the city. A strategic business case is being developed with a view to ensuring that we continue to deliver this number of affordable homes.
- Since 2009 the Council has secured £9.1m worth of Scottish Government funding to support council house building. The Scottish Government has confirmed the total amount of subsidy available for the new supply of affordable housing by the Council and its housing association partners in Edinburgh over the next three years will be £24.094m in 2012/13, £22.138m in 2013/14 and £32.512m in 2014/15.
- The Council's Housing Revenue Account (HRA) Business Plan has been commended by the Scottish Housing Regulator and identified as best practice. The Business Plan was developed jointly between Housing and Regeneration and Finance and embraces both the HRA landlord and resources for new supply.
- Investment to modernise existing Council homes has resulted in 75% of all Council homes now meeting the Scottish Housing Quality Standard (SHQS) and the Council is on track to complete the SHQS programme by 2015. Improvements in energy efficiency of new and existing homes will help to reduce fuel poverty.

Areas for Improvement -

- Although performance is strong in comparison to other local authorities, rent arrears performance is an area of concern in advance of welfare reform which will have a major impact on income. The number of households in arrears and the average value of the debt outstanding are increasing. The rent service is currently being redesigned to address the significant changes in

payment culture and the increased level of advice and assistance that will need to be provided for households.

- On a typical night in Edinburgh, around 2,500 people will spend the night in temporary accommodation. Housing advice is helping to prevent people from becoming homeless. The percentage of advice cases that did not go on to present as homeless has increased from 30% in 2007/08 to 47% in 2011/12. However, people are spending too long in temporary accommodation and the target for increasing access to the private rented sector is not being met.
- A recent enquiry into the Council's homelessness service by the Scottish Housing Regulator found that the Council was providing a good service, but needed to focus more on providing a wider range of housing options and early intervention.
- In 2011/12 an average of 151 people bid for each Council or housing association home that was available to let. Although performance in terms of delivering new supply is good, further improvement is required to ensure housing need can be met.

What else do we need to do?

Actions to share strengths and get even better

- Continue to support the development of homes of all types across the city and work with the Scottish Government, lenders, funding institutions and landlords to increase the supply of private rented homes.
- Continue to build homes with high levels of energy efficiency through the 21st Century Homes programme and include energy efficiency in future investment models for Council homes. Make use of Scottish Government funding for area based energy efficiency schemes to maximise uptake of energy efficiency measures in Edinburgh. The Council is also working with other city councils to help people take advantage of the Green Deal.

Priority actions to address areas for improvement

- An action plan has been developed following an audit of arrears cases. This is now being implemented by Neighbourhood offices and through the Rent Service Redesign project.
- Continue to focus on early intervention and prevention, with a shift towards providing a housing options service. This will reduce the need for people to go into temporary accommodation and help to ensure people have access to the most appropriate type of home. This is being taken forward through the Housing Options Service Redesign and Temporary Accommodation Review.

- Ensure home owners and council tenants are aware of their responsibilities to maintain their home and neighbourhood and provide encouragement for responsible behaviour. This is being taken forward through the Property Conservation Service Redesign in relation to homeowners. The Council is working with Edinburgh Tenants Federation to develop and reinforce clear messages on tenant responsibilities.

Next Steps

Continue to develop the HRA Business Plan to ensure delivery of more affordable homes and take forward Housing and Regeneration Improvement Programme.

Pledge Area

Health and Wellbeing are improved in Edinburgh and there is a high quality of care and protection for those who need it

Strategic Outcome(s)

People are supported to live at home

Objective(s)

Supporting older people to live at home.

Summary

Significant progress has been made in Edinburgh to achieve a shift in the balance of care, in line with the national Reshaping Care for Older People strategy. Investments in community based services and the development of new models of care enable a greater number of older people to be supported at home for longer.

Shifting the balance of care from care homes and hospitals to people's own home carries challenges and risks. People with high levels of support needs are vulnerable and require effective, high quality care. Recent press coverage at national and local level illustrates the risks to people posed by poor quality support.

Key issues raised in this briefing, which impact on the quality of care in people's home include: the availability, recruitment and retention of care workers, the length of visits and consistency of care workers visiting people's homes and ensuring services have the capacity to fund growing demands, both in terms of increasing numbers of older people and increasing levels of need at a time of financial constraints.

Many of these issues apply nationally and locally, and we continue to work with the Scottish Government and our local partners to improve the outcomes of older people being supported to live independently at home.

This briefing gives information on progress towards the pledge & objective and presents performance across key support services (detailed information available in Appendix 1).

Background

Services contributing to the objective are wide ranging and provided by partners across the voluntary and private as well as a range of statutory services. Challenges include demographic pressures and financial constraints (driving down costs, which impact adversely on staff recruitment, retention and training).

Linkages

This objective links to Coalition Pledges:

- **P37** – Examine ways to bring the Council, care home staff and users together into co-operatives to provide the means to make life better for care home users.
- **P38** – Promote direct payments in health and social care.
- **P43** – Invest in health living and fitness advice for those most in need.

This objective links to Single Outcome Agreement:

- **SO2** – Edinburgh’s citizens experience improved health and wellbeing, with reduced inequalities in health.
- **SO4** – Edinburgh’s communities are safer and have improved physical and social fabric.

How are we doing and what else do we need to do?

Balance of Care: Significant progress has been made in Edinburgh to achieve a shift in balance of care. The percentage of older people with high level needs, cared for at home increased from 14% in 2002 – 30% in 2012 (2018 Target – 40%). This has been achieved through investment in community based services and by changing the way services are provided.

Re-Ablement

Doing well:

- Service has received a number of national awards and the target of 40% reduction in support needed is generally being achieved
- Service user feedback mechanisms are used to improve practice

What else do we need to do?

- Address system capacity in mainstream domiciliary to ensure support is available for people after reablement (and intermediate care)
- A “Health Check” of the service by an external consultant to enable performance to match that of the best performance throughout UK.

Domiciliary Care

Doing well:

- Volume of provision has increased over recent years as has evening and weekend provision. The overnight service has also increased from 3 to 5 teams, making around 100 visits per night (Funded by Change Fund).
- Range of QA mechanisms including multi-agency QA groups, external scrutiny, service user feedback, recruitment and induction processes.
- Care Inspectorate graded all aspects of in-house service Grade 4 (Good) with 1 receiving Grade 5 (Very Good).

- New contracts with independent sector were informed by views of users.

What else do we need to do?

- Comparative volumes: we ranked below average (19th of 32) for volume of provision and 27th for 2012/13 budgeted net expenditure for people aged 75+.
- System capacity – end of October: 143 people with no service in either hospital or the community, or requiring more service in the community waiting for a combined total of 1,401 hours. The average number of days to wait for package of care to be matched was 18 days.
- System capacity – beginning of January: 101 people with no service in either hospital or the community, or requiring more service in the community waiting for a combined total of 964 hours. The average number of days to wait for package of care to be matched was 6 days.
- Review adequacy of short visits (10% for 15 mins and 57% for 30 mins); user feedback is that they feel staff are rushed.
- Care Inspectorate grading for independent sector (ranging from Grade 2 Weak to Grade 4 Good); improvements needed to consistency and punctuality of workers.

Intermediate Care

Doing well:

- Service remodelled to improve access, responsiveness and quality of service
- Development of “in-reach” to hospitals and integrated falls pathway; additional staffing through Change Fund

What else do we need to do?

- Ensure balance of focus to support both people at risk of hospital admission *and* facilitating timely discharge.

Telecare

Doing well:

- 6,614 (5,553 aged 75+) emergency response visits to older people Sept 2011 - Aug 2012 with low proportion (3%) of people admitted to hospital.
- 2011/12, 99% of people surveyed (~500) were satisfied with quality of service.

What else do we need to do?

- Need to increase telecare support by 10% (75+) and introducing technology to support dementia sufferers and their carers.

Accommodation

Doing well:

- New Care Home at Drumbrae will be opened in March 2013. New models of accommodation created eg. Elizabeth Maginnis Court.

What else do we need to do?

- Continue with the reprovision programme for 17 care homes. There are eight care homes that still require to be reprovided.

Equipment and Adaptations

Doing well:

- Additional staff recruited through the Change Fund
- Increased provision: 2,038 recipients 65+ in May 2010 to 2,509 in Aug 2012.
- Crisis response deliveries increased from 131 in Aug 2011 to 227 in Aug 2012.

What else do we need to do?

- Continue to meet increasing demand

Preventative Services

Doing well:

- An additional £4.8m over 4 years has been invested in community capacity building and prevention, through the Change Fund.

What else do we need to do?

- Develop strategic approach to investment & evaluation of preventative services.

Pledge Area

The City of Edinburgh Council is an efficient and effective organisation and a great place to work

Strategic Outcome

The Council has efficient and effective services that deliver on objectives

Objective

Provide excellent, efficient and accessible customer services that deliver on continuous improvement and our statutory duties.

Summary

This briefing gives detailed information on progress towards the Pledge Area of, “The City of Edinburgh Council is an efficient and effective organisation and a great place to work”. The Strategy Map for this area (appendix 1) shows four Strategic Outcomes in this Area

- The Council communicates effectively internally and externally and has an excellent reputation for customer care.
- The Council has efficient and effective services that deliver on objectives.
- The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives.
- The Council supports, invests in and develops our people.

The direction of travel is underpinned by a number of complimentary activities Customer Access Strategy CATS Internal Improvement Plan and development of an ICT Strategy.

- Trend of increasing time to process new Benefit Claims and change in circumstances.
- However this should be viewed against a background of increased levels of benefits claims.
- Increased volumes of work due to the introduction of Atlas by HRMC and DWP.
- Maintenance of high levels in the accuracy of processing.
- Independent evidence indicating the efficiency of work undertaken.

Background

- The number of days to process both New Benefit Claims and Benefits Change in circumstances is below target and on a

deteriorating trend. The composite of both processes is a turnaround of 16.8 days against a target of 13 days.

- However the Council has been operating against a backdrop of substantially increased volumes. Benefits processes have increased from 153,244 (April to November 2011) to 188,945 (April to November 2012). This equates to 23.30% increase in volumes.
- ATLAS work which highlights changes in circumstances requiring action from HMRC and DWP commenced in March 2012 and to date 58,917 processes have been received (March to November 2012). This is a substantial contributor to the increased workload including issues with accuracy and duplication and this pressure has been widely acknowledged by other Councils.
- It was independently verified by CIPFA in 2008/09 that Edinburgh is an efficient operation with the Administration Cost per Case being the lowest of the four Scottish cities. Aberdeen £45.29, Dundee £78.41, Edinburgh £35.88, Glasgow £42.72.
- Throughout this time the operation has maintained an impressive level of quality. CEC is obligated to measure errors rates which are independently verified by Audit Scotland. The LA error rate is currently recorded at 0.42% against a DWP lower threshold of 0.48%.
- Similarly the level of Complaints experienced by the Service is impressive at 0.1%. Moreover it has been acknowledged by Audit Scotland, that Benefits Processing is the most complex processing activity undertaken by Local Authorities.

Linkages

Customer Hub Team are working collaboratively across CEC to implement the Customer Access Strategy which as agreed by CMT and Community and Neighbourhood Committee aims to

- Develop a single, intelligent view of our customer with insight into stated and un-stated needs;
- Present a single view of the Council to customers;
- Increase levels of customer satisfaction;
- Deliver cost effective access channels to suit individual customer needs – “digital by choice not by default”
- A programme of Business Processes Review with co-design by customers and stakeholders;

- Effective and proactive customer communication and stakeholder engagement;
- An “assess and decide” model for Social Care and other referral and advice services; and
- Workshops will be held with each service area to identify key opportunities for process improvement and increased customer satisfaction. It is worth noting that following previous work on Achieving Excellence, this approach is already being used in developing the role of Social Care Direct in supporting Health and Social Care and Children and Families. The output of these workshops will be brought to a cross service workshop to identify common themes and to develop a prioritised implementation plan.
- It is anticipated that this initiative will deliver efficiencies in the CATS operation thereby allowing resources to be targeted appropriately.

How are we doing?

Deliver Continuous Improvement

Audit Scotland carried out a risk assessment of the Council's Housing and Council Tax Benefit service in July 2012 which has been reported to the Governance, Risk and Best Value Committee. Key Findings included, “the council has strengthened the security and quality of the benefits service. In addition, the achievement of the Customer Service Excellence accreditation is commendable and reflective of the work done to meet the needs of customers.”

However it also noted “the speed of processing new claims and change of circumstances, performance has only recently started to improve. It will be important for the council to ensure this improvement is sustained”

Principal initiatives to improve turnaround times include

- Promotion of Strategic Channel Shift, focusing on the prioritisation of the most labour intensive processes and where a known integrated solution exists for straight through processing to back office system. There are a number authorities in England and Wales who have successfully implemented solutions and this is widely acknowledged as the key transformational opportunity in CATS.
- Increased levels of “one and done” resolution, supported by the development of the Customer Hub
- Process review activity, to ensure processes remains streamlined and effective.

- Tactically engage specialised agency resource to tackle peak volume demands as solution of last resort. Specifically Capita have been commissioned to undertake Benefits Processing from 3rd December with a view to tackle Work in Progress to enable processing target days to be satisfied.

What else do we need to do?

- Continuously monitor performance level, and ensure visibility of Performance Indicators to all Stakeholders.
- Embed methods to identify and implement continual process improvements as part of Business as usual activity.
- Work with other colleagues in CEC to develop a Centre of Excellence for LEAN methodologies to ensure processes continue to be conducive to best value.
- Identify areas where CATS can add value to Cross Council Services - Explore opportunities for end to end Processes, minimise handovers, move to online integrated process.
- Work with Customers to understand your requirements and tailor our service.
- Build robust integrated internal control framework supported by the development of the Business Hub.
- Deliver CATS internal Improvement Programme
- Driving further automation of Atlas, (Change of Circumstance) processes.

Next Steps

In conclusion the Performance Indicators support that Benefits Processing is a complex operation which CEC deliver to a high level of quality and efficiency. However the delivery of turnaround times require improvement and CATS are progressing cost efficient solutions to improve this performance.

Appendix 4: Strategy Maps

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

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

Edinburgh is an excellent place to live, study, work, visit and invest

Health and Wellbeing are improved in Edinburgh and there is a high quality of care and protection for those who need it

The City of Edinburgh Council is an efficient and effective organisation and a great place to work

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

WHO? STAKE HOLDERS AREA

Customers / Service users
Eg pupils, parents/carers, families, staff

Partners
Eg NHS, Police, voluntary sector

Delivery partners
Eg voluntary organisations, commissioned services, NHS, Police

STRATEGIC OUTCOMES

SO1 - Our children have the best start in life, are able to make and sustain relationships and are ready to succeed

SO2 - Our children and young people are successful learners, confident individuals and responsible citizens making a positive contribution to their communities

SO3 - Our children and young people at risk, or with a disability, have improved life chances

SO4 - Our children and young people are physically and emotionally healthy

SO5 - Our children and young people are safe from harm or fear of harm, and do not harm others within their communities

SO6 - Our children's and young people's outcomes are not undermined by poverty and inequality (=EQ)

WHAT? PRIORITIES

Improve support in early years so that children reach appropriate developmental and social milestones (SO1)

Improve the educational attainment of the lowest achieving pupils (SO2)

Improve life chances for Looked After Children including increasing the focus on Corporate Parenting (SO3)

Improve early support for children with Additional Support Needs (ASN) (SO3)

Improve early support for families so that fewer children need to be looked after, with particular focus on addressing the impact of drug and alcohol misuse (SO3)

Improve health outcomes for children, including healthy weight, sexual health, emotional health and wellbeing and drug and alcohol misuse (SO4)

Increase the number of young people who enter and sustain positive destinations (SO6)

HOW? STRATEGIES

Key Strategies / Plans / Drivers

Children and Families Asset Management Plan

Integrated Literacy Strategy

The Edinburgh Guarantee

Early Years Change Fund

Corporate Parenting Action Plan

Children and Families Capital Investment Programme

Single Outcome Agreement

Integrated Plan for Children and Young People

Early Years Strategy

Parental Engagement Strategy

Supporting Communities

Joint Health Improvement Plan

Commissioning Strategies and Plans

Getting It Right for Every Child

Curriculum for Excellence

DO. PERFORMANCE INDICATORS

SO1.1 Children's early years development, learning and care are improved

- * Pre-school setting inspection reports
- * P1 entry baseline literacy and numeracy scores
- * Access to qualified teacher in pre-school settings
- * Parent / carer participation in learning
- * Pre-school hours provided by Council
- * Reduce P1-P3 class sizes P2

SO2.1 Children and young people have high quality learning experiences and their learning needs are met P5

- * School inspection reports
- * Exam results SOA
- * Average tariff scores
- * Parents and carers satisfaction
- * School condition P3
- * School occupancy P4

SO2.2 Young people are confident individuals, effective contributors & responsible citizens

- * School attendance
- * School exclusions
- * School participation / awards for environment, respect and citizenship
- * Individual DoE awards
- * Free music tuition
- * Selections for regional or national sport squads
- * Open youth work
- * Youth Parliament elections turnout

SO3.1 Children who need support are identified earlier and receive the right level of service for the right amount of time

- * Children who need to be looked after SOA
- * Children who are looked after at home SOA
- * Children who are looked after and accommodated SOA
- * Children using family-based day care service P6

SO3.2 Children in need of protection receive the help they need straight away

- * Initial visits within 15 days of supervision requirement
- * Reports submitted to SCRA within timescale
- * Initial child protection case conferences taking place within timescale
- * Child protection re-registrations

SO3.3 Looked after children cared for & supported P1

- * Care commission inspection reports
- * Emergency foster placements available
- * Adoptions of looked after children
- * Reviews within time
- * Children placed in CEC foster care
- * Children with pathway co-ordinators / plans
- * Aftercare service given to those eligible

SO3.4 Looked after children have improved outcomes

- * Looked after children's school attendance
- * Looked after children's exclusion rate SOA
- * Looked after children's average tariff score SOA
- * Looked after children going to positive destinations after school SOA

SO3.5 Children and young people with disabilities and their families are supported

- * Assessed children receiving SCYP-funded service
- * Section 23s assessed
- * Overnight respite nights not in care home
- * Children in day care
- * Families accessing direct payment
- * Occupational therapist provision

SO4.1 Children and young people are healthy

- * Health promoting community centres / residential services
- * Quality PE curriculum delivery
- * Active schools participation
- * P7s achieving level C5 swimming
- * Eligible primary school breakfast club provision
- * P1-P3 receiving nutritious free meals
- * % satisfied with sport and leisure EPS activities for children and young people (tbc)

SO4.2 Young people make health protective choices in relation to food, substance use and relationships

- * Use of Alcohol Brief Interventions
- * 15 boys and girls regular smokers SOA
- * 13-15 year olds drinking 1+ times a week SOA
- * 13-15 year olds who have used drugs in the previous month SOA

SO4.3 Children have increased resilience and wellbeing

- * S5 confident about having healthy sex life at appropriate time
- * Primary children say they can usually deal with a problem
- * Primary children who ask for help when they need it
- * Primary children who feel they have lots to be proud of

SO5.1 There is a reduction in the number of young people who offend

- * Children referred to SCRA on offence grounds
- * Young people exiting Youth Offending system not re-entering this or Criminal Justice Service within two years
- * Number of young people (12+) receiving 5+ referrals on offence grounds to SCRA in previous 6 months

SO5.2 Children are safe from harm and fear of harm

- * S2 pupils feel school deals well with bullying
- * Pupils feel safe in school
- * Pupils who feel able to speak to an adult if there are worried or upset about something
- * Working With Men domestic abuse programme participation

SO6.1 School leavers enter positive, sustainable destinations P7 & P29

- * School leavers who go on to positive destinations SOA
- * School leavers in positive follow-up destination SOA
- * Economically active looked after children receiving after care service

SO6.2 Communities are strong and resilient, citizens are supported to make positive changes

- * Young people in 16+ non-formal learning
- * Young people CLD supported to engage in Activity Agreements
- * Adults achieving their learning goals
- * Non-English speakers receiving tuition
- * Adult learning opportunities available

RISKS

Failure to provide effective protection and care to vulnerable children and young people

Demographic pressures on school rolls, early years programmes and vulnerable groups of children and young people

Failure to provide quality learning and care environments

Failure to deliver best value and use of our resources as budgets reduce

Failure to retain right level of staff resource with the right skills

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

Internal: Managers, staff and Elected Members

External: public, business community, partner agencies, government and outside bodies

Edinburgh draws new investment in development and regeneration

Edinburgh's economy creates and sustains jobs opportunities

Edinburgh residents are able to access job opportunities

Invest in the city's development and regeneration

Support inward investment

Support businesses

Help unemployed people into work or learning

City of Edinburgh Council
Economic Strategy 2012-17

Economic Development
Service Operational Plan
2012-15

Support new physical investment in Edinburgh

Key performance indicators

* Total value of physical investment supported by Economic Development Service (EDS)

Target: support £200m of physical investment (net) over the period 2012-15

Comprised of:

Invest in the city's development and regeneration

Capital projects (1.1)

* No. physical development projects supported by the EDS **P15, P17**

* Value of physical development projects supported by the EDS **P15, P17**

Associated activities and outcomes

Priority investment zones (1.2)

City management & town centre development (1.3)

Review delivery mechanisms (1.4)

* Analysis of delivery against key outcomes outlined in EDS operational plan 2012-15

Support the creation and safeguarding of jobs in Edinburgh

Key performance indicators

* Total number of jobs created or safeguarded through EDS activities **SOA**

Target: support the creation and safeguarding of 2,000 jobs (net) over the period 2012-15

Comprised of:

Invest in the city's development and regeneration

Capital projects (1.1)

* No. construction jobs created through supported development and regeneration projects **SOA**

Support Businesses

Business support (3.2)

* No. jobs created/safeguarded through supporting business activities **SOA P16**

Support new investment by Edinburgh businesses (3.6)

* No. jobs created/safeguarded through East of Scotland Investment Fund loans approved **SOA P16**

Support Inward Investment

Attract new investment (2.1)

* No. jobs created/safeguarded through inward investment support activities **SOA P15**

Associated activities and outcomes

Support Businesses

A single access point to the Council (3.1)

Business Support (3.2)

Encourage innovation (3.3)

Support key sectors (3.4)

Enhance and support local supply chains (3.5)

Support new investment by Edinburgh businesses (3.6)

&

Support inward investment

Attract new investment (2.1)

Support new investors (2.2)

Improve the city's competitiveness (2.3)

* Analysis of delivery against key outcomes outlined in EDS operational plan 2012-15

Citizen Perceptions

* % feel that personal financial situation has got better / worse over last 12 months **EPS**

* % confident about current and future job / career prospects in Edinburgh **EPS**

Help unemployed people into work and learning

Key performance indicators

* No. employability service clients supported into work or learning **SOA**

Target: support the movement into work or learning of 6,000 people over the period 2012-15

Comprised of:

Help unemployed people into work or learning

Early intervention on unemployment (4.3)

&

Providing employability support for regeneration areas and vulnerable individuals (4.5)

* No. employability service clients supported into work or learning **SOA**

Helping school leavers and young people (14-19yrs) make the transition into work (4.4)

* No. young people supported into work or learning **SOA P7, P29**

Support Businesses

Business support (3.2)

* No. unemployed clients supported into self employment **SOA P16**

Associated activities and outcomes

Help unemployed people into work or learning

Coordination of employability services (4.1)

&

Supporting those in low paid and insecure employment (4.4)

* Analysis of delivery against key outcomes outlined in EDS operational plan 2012-15

Citizen Perceptions

* % feel qualified for the work they currently do **EPS**

Failure to deliver a whole council approach to economic development

Changing budget priorities and impact on ability to meet delivery expectation

Ineffective external partner relationship management impacts on services and financial returns

Failure to maintain strong reputation of the service

Growth and development of the city is affected by external economic circumstances

Edinburgh is an excellent place to live, study, work, visit and invest (Part A)

PLEDGE AREA

WHO: STAKE HOLDERS

STRATEGIC OUTCOME

Internal: Elected Members, Neighbourhoods and Neighbourhood Partnerships
External: Residents, Landlords, Visitors, Scottish Government, Customers, Funders, Suppliers, Partners, Developers, Investors, Agents, Community groups, Amenity organisations and government agencies

<p>Well-housed</p> <p>People live in a good quality home that is affordable and meets their needs in a well-managed Neighbourhood</p>	<p>Clean</p> <p>Edinburgh's streets and open spaces are clean and free of litter and graffiti</p>	<p>Green</p> <p>We reduce the local environmental impact of our consumption and production.</p>	<p>Attractive Places and Well maintained</p> <p>Edinburgh remains an attractive city through the development of high quality buildings and places and the delivery of high standards in the maintenance of infrastructure and public realm</p>	<p>Culture, sport and major events</p> <p>Edinburgh continues to be a leading cultural city where culture and sport play a central part in the lives and future of citizens</p>
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WHAT: OBJECTIVES

<p>People live in a home that they can afford</p>	<p>We will engage, educate and encourage people to take responsibility for helping keep Edinburgh a clean and green city.</p>	<p>We will only send waste to landfill that cannot be prevented, reused, recycled or recovered for energy</p>	<p>Protect and enhance the Built and Natural Environment</p>	<p>Manage a major investment programme to deliver good quality, well maintained roads and pavements</p>	<p>Effectively support and manage festivals and major events</p>
<p>People live in a warm, safe home in a well-managed Neighbourhood</p>	<p>We will achieve high standards of maintenance and cleanliness in our open spaces</p>	<p>Contribute fully to CO2 greenhouse gas, air quality and safety targets</p>	<p>We will manage our green spaces in a way that creates diverse and attractive landscapes that people will visit, use and enjoy</p>	<p>Promote high quality and sustainable design and healthy living and working environments</p>	<p>Maintain and increase participation in sport and physical activity</p>
<p>People can move home if they need to</p>		<p>We will meet the demand for allotments and community food growing</p>		<p>Deliver a proactive planning and place making service</p>	<p>Protect and develop collections, historic buildings and monuments of cultural and heritage value</p>

HOW: STRATEGIES

City Housing Strategy	Edinburgh Waste and Recycling Strategy	Parks and Gardens Strategy	Strategic and Local Development Plans	Lighting Strategy	Open Space Strategy	Thundering Hooves Action Plan
Tenant Participation Strategy	imProve it Air Quality Action Plans	Sustainable Edinburgh Strategy 2020	Built & Natural Heritage Strategy		Road Asset Management Plan	Events Strategy A range of cultural and sport strategies

DO: PERFORMANCE INDICATORS

<p>People live in a home they can afford:</p> <ul style="list-style-type: none"> Increase in Income collection as a % of the gross rent due Increase in number of affordable homes approved & homes completed P8 SOA Reduction in % of households in Edinburgh who are fuel poor Letting times SPI Rent lost on empty homes SPI Current rent arrears as a % of the net amount due SPI <p>People live in a warm safe home in a well managed neighbourhood:</p> <ul style="list-style-type: none"> % of homes meeting the SHQS SPI SOA Reduction in % of disrepair/serious disrepair in private homes % of tenants satisfied with repairs to their home SPI % housing repairs completed on target SPI <p>People can move home if they need to:</p> <ul style="list-style-type: none"> Increase in % of all homeless assessment cases housed by Private Rented Sector % of advice cases that do not go to present as homeless SPI Reduction in average amount of time in temporary accommodation Increase in % of households who are assessed as homeless who are in priority need % cases reassessed within 12 months of completion of duty in permanent accommodation SPI % of homeless people provided with permanent accommodation SPI 	<p>Clean:</p> <ul style="list-style-type: none"> Tonnes to landfill P49 household waste recycled and composted P52 SPI EPS Customer satisfaction Delivery of Waste strategy milestones Delivery of imProve it and programme milestones net cost of refuse collection per premise SPI net cost of refuse disposal per premise SPI CIMS/LEAMS P44 SPI Street cleansing complaints – dog fouling, graffiti, fly tipping and weed growth EPS Customer satisfaction Community clean-ups <p>Green:</p> <p>Meeting environment and safety targets:</p> <ul style="list-style-type: none"> Greenhouse gas emissions from transport Nitrogen dioxide concentrations % agree the Council cares about the environment. EPS Reduction Co2 emissions in council properties P51 <ul style="list-style-type: none"> Green Flag Award P48 Park Quality Assessments Landscape Quality Standards Number of Friends of Parks Groups, Number of events held in Greenspaces Number of community garden schemes Allotment Plot Total & waiting list Customer satisfaction EPS Delivery of ImProve it programme milestones 	<p>Attractive Places:</p> <ul style="list-style-type: none"> Planning performance framework <ul style="list-style-type: none"> Planning applications processing SPI Environmental Quality Assessments Development plan milestones Successful appeals as a % of planning applications SPI Building Standards balanced scorecard Value of development Number of listed building requiring investment % of development on brownfield sites Improved customer satisfaction <ul style="list-style-type: none"> Green Flag Award P48 Park Quality Assessments Landscape Quality Standards Number of Friends of Parks Groups Number of events held in Greenspaces <p>Well-maintained</p> <ul style="list-style-type: none"> % road network in need of maintenance (RCI) SPI % of street light repairs within 7 days Average time to repair traffic signal fault % of bridges in need of maintenance % of road defects repaired within 3 working days 	<ul style="list-style-type: none"> Achieve 80% of targets within Culture and Sport business plans Attract one major new event to the city per year Maintain or increase the numbers of those attending existing core events Number of attendances and attendances per 1000 population for all pools and indoor facilities operated by Edinburgh Leisure SPI Visits to museums and galleries (per 1000 population) SPI Attendance at council-funded festivals (ticketed and unticketed) and theatres (Festival City Theatres Trust, Traverse, Lyceum) Attendances to Usher Hall ,Church Hill Theatre and Assembly Rooms Council-funded theatres and Usher Hall online ticket sales as a percentage of total sales Increase page views for Assembly Rooms, Usher Hall and Museums and Galleries websites Maintain or increase the level of National standard or VisitScotland grading or external accreditation for key cultural venues. P31 % satisfied with access to sport and leisure facilities in Edinburgh (tbc) EPS % believe that Festivals make Edinburgh better EPS % who personally benefit from Edinburgh's festivals EPS
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RISKS

Recession and welfare reform increases homelessness	Falls in property values impact on money available for Regeneration Investment Programme	Failure to meet recycling and landfill targets	Loss of Campus Building premises may result in loss of staff time/services	Project governance (poor cost control, contract management etc) may impact on the capital and change programmes of the Council.	Lack of investment in infrastructure hinders development
	Severe winter weather results in services being compromised	Failure to achieve behavioural change impacting on the ability to keep the City clean and green	Changes in waste volumes and composition	Recession holds back investment in the City and its built heritage	

Edinburgh is an excellent place to live, study, work, visit and invest (Part B)

PLEDGE AREA

WHO? STAKE HOLDERS

STRATEGIC OUTCOME

WHAT? OBJECTIVES

HOW? STRATEGIES

DO. PERFORMANCE INDICATORS

RISKS

Internal: Elected Members, Neighbourhoods and Neighbourhood Partnerships
External: Residents, Landlords, Visitors, Scottish Government, Customers, Funders, Suppliers, Partners

Safe
 Residents, visitors and businesses feel that Edinburgh is a safe city

Moving efficiently
 Edinburgh has a transport system that improves connectivity and is green, healthy and accessible

Well engaged and well informed
 Communities and individuals are empowered and supported to improve local outcomes and foster a sense of community

Create safer city and communities by appropriate regulation and education and by promoting and encouraging acceptable behaviours

Reduce crime and antisocial behaviour

Improve public protection

Improve community perceptions of safety and security

Manage city travel to increase travel by bike, foot and public transport and reduce car use

Ensure reliable inclusive access, especially to the City Centre, and improve public realm

Develop integrated services as one stop neighbourhood places for engagement, employability, leisure and learning.

Continue to develop the Neighbourhood Partnership approach to improve local services, performance and outcomes.

Provide a dynamic 21st Century Library Service that is high quality, continually improving, efficient and responsive to local people's needs and aspirations.

Community Policing Model Policy

Anti Social Behaviour Strategy

Violence Reduction Programme

Food Health & Safety Plan

Hate Crime Strategy

Joint Health Protection Plan

Road Safety Action Plan

Transport 2030 Vision

Public Realm Strategy

Active Travel Action Plan

Local Transport Strategy

Local Community Plans

Next Generation Library and Information Services Strategy

Safe:

- Number of ASB complaints per 10k population **SOA**
- % of ASB complaints resolved
- Number of repeat ASB complaints
- Satisfaction with how ASB complaints dealt with
- Number of Group 1-5 crimes
- % of residents perception of feeling safe after dark **EPS SOA**
- Domestic Noise complaints: average time (hours) between the time of the complaint and attendance on site **SPI**
- Trading Standards: % of consumer complaints completed within 14 days **SPI**
- Trading Standards: % of business advice requests completed within 14 days **SPI**
- Number of food safety hygiene inspections completed on time
- Preparation of food premises in A, B and C inspection categories
- Number of public health complaints by priority
- Number of pest control complaints by priority
- Water testing programme completed on time
- Health & Safety inspections of commercial properties completed on time

Note
 Outcome indicators for Licensing, Food, Health and Safety, public health, pest control & H&S tbc. Green flag indicators for cemeteries tbc.

Road Safety:

- Road traffic casualties **P46**
- Pedestrian and cyclist casualty rates
- Killed and seriously injured **SOA**
- % of cyclists who feel safe using roads **EPS**

Manage City Travel:

- Proportion of all journeys and of journey to work / education made on foot / by bus / car / cycle etc.
- Overall motor traffic levels – million vehicle kilometres

Ensuring access and improving public realm:

- Journey time variability - car and public transport
- Working age population within 30mins of city centre by public transport
- City centre pedestrian activity
- Satisfaction with public transport **EPS**
- Access to services without a car
- Disabled people - unmet travel demand
- Access for disabled passengers (David Lyon to confirm – Fleet)

Libraries:

- Number of library transactions **P35**
- Number of visits (per 1000 population)
- Number of e-resource use and transactions **SPI**
- Under 16s attending library events
- PC usage
- Membership figures
- Satisfaction with libraries **EPS**

Neighbourhood Partnerships:

- Impact and delivery of outcomes in Local Community Plans (x12)

Community Engagement:

- Community engagement as measured by the VOICE tool **(tbc)**
- Measurement of progress against the National Standards for Community Engagement **(tbc)**
- Impact of targeted engagement; consultation, events, focus groups **(tbc)**

Community Councils:

- Engagement measures **(tbc)**
- Funding **(tbc)**

Neighbourhoods:

- satisfaction with neighbourhoods (x12) as a place to live **EPS SOA**
- satisfaction with management of neighbourhoods (x12) **EPS**
- satisfaction with being able to have a say on local services (x12) **EPS SOA**
- satisfaction that different backgrounds can get on well together (x12) **EPS SOA**

National reform of Police and Fire Service may distract from local priorities.

Welfare Reform & ongoing economic slowdown impacts on ASB & Crime levels

Economic slowdown impacts on H&S in businesses increasing higher risk establishments

Unfavourable investment decisions by third parties, increases in need for bus service or other support

Lack of infrastructure investment leads to deterioration of roads, bridges etc

Reputational damage and financial loss.

Welfare reform has a major impact on citizens and services

PLEDGE AREA

Health and Wellbeing are improved in Edinburgh and there is a high quality of care and protection for those who need it

WHO? STAKE-HOLDERS

Internal: Elected members, managers, staff, trade unions

External: service users, carers and citizens; NHS; third sector; private and voluntary sector care providers; community groups, neighbourhood partnerships; police, Scottish Prison Service and courts; Scottish Government, Cosla, ADSW, Inspectorates; DWP; other local authorities

STRATEGIC OUTCOMES

1 Improved health and reduced health inequalities (=EQ)	2 Preventative and personalised support is in place	3 Edinburgh's carers are supported	4 People are supported to live at home	5 Communities have the capacity to help support people	6 The Public are protected
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WHAT? OBJECTIVES

A Improve Health and Wellbeing (1)	B Reduce Poverty and inequalities (1)	C Develop preventative services (2)	D Develop effective personalised services (2)	E Improve support for carers (2,3,4,5)	F Help people improve and maintain their independence (2, 3, 4, 5)	G Develop community capacity to provide support (5)	H Support, develop and make the best use of our staff (1,2,3,4,5,6)	I Improve the quality of services (2, 3,4,6)	J Improve public protection (1, 2, 4, 5, 6)
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HOW? STRATEGIES

Health (NHS) and Social Care (LA) Integration (A-J)	Personalisation Strategy (D)	Prevention Strategy (C)	"Towards 2012" (Carers Strategy) (E)	Health Inequality Framework (D)	Anti-Poverty Strategy (B)	Commissioning Strategies & Plans (A-J)	Workforce Development Strategy (H,I)	Adult, Child & Public Protection Strategies (J)
Reshaping Care for Older People (A, C-I)	Disability Strategies (A, C-I)	"A Sense of Belonging" (Mental Health) (A, C-I)	"Choose Life" (suicide prevention) (A, C-I)	Addictions Strategies (A, C-I)	"Live well in Later Life" (A, C-G)	Homelessness Strategy (B,F)	Human Rights and Equalities Strategy (B,G,I)	Reducing re-offending strategy (C,J)

DO. PERFORMANCE INDICATORS (* measures under development)

<p>Improve health for all (A) * Life expectancy at birth SOA * Gap in life expectancy SOA * Premature mortality rates SOA * Uptake rates of health eating* * Uptake of leisure & fitness* P42 & P43</p> <p>Improved health for young people (A, B) * % of school children who are obese * % of school children who smoke, drink & take drugs * Uptake of healthy school meals * P1-P3 receiving nutritious free meals</p> <p>Improved mental health and wellbeing (A, E, F) * Suicide rates * Mental wellbeing scores*</p> <p>Improved health for people with learning disabilities (A, E, F) * People supported with health & wellbeing* * People supported with sexual health & awareness*</p> <p>Improved health for people with physical disabilities (A,E,F) * People with strokes or MS provided with rehabilitation* * People helped to return to work*</p> <p>Improved health for people with addictions and blood borne viruses and improved outcomes for their children (A,E,F) * People supported to prevent or reduce dependency* SOA * Access times to addictions treatment * People supported to prevent transmission of infection* * People provided with detox and rehabilitation services* P12 * People supported beyond addiction*</p>	<p>Reducing inequalities Reducing health inequalities (B) * Gap in life expectancy between areas SOA Reducing poverty (B) * People given employability advice* * People given uptake & money advice* * People given fuel poverty action or advice* * People given emergency payments*</p> <p>Develop preventative services and personalised support (C,D) * Social Care Personalisation Programme – project monitoring * People receiving reablement and rehabilitation * Levels of Self-Directed Support uptake SPI * Support to people with lower level needs* * People assessed by homelessness teams* * People provided with advice*</p>	<p>Edinburgh's Carers are supported (E) * Volume of respite provided SPI SOA * People given outcome focused carers' assessments * Carers provided with direct payments to meet their own needs* P38 * Uptake of online volunteering service* P39 * Carers with emergency alternative arrangements in place to cover their unavailability*</p>	<p>Improved Health (NHS) and Social Care (LA) Integration (All) * Delayed discharge counts F, H SOA * Balance of care for older people F, H * Emergency bed use SOA * Waiting list measures Supporting older people to live at home (F,H) SOA * Impact measures of reablement * Measures of domiciliary care flexibility SPI * Reduced isolation *</p> <p>Supporting people with disabilities to live at home (F,H) * No. people provided with rehabilitation * No. people supported to leave school* * No. people supported to improve independence* * No. people supported to take up with employment*</p> <p>Support for people with mental health problems (F,H) * People supported by Intensive Home Treatment Teams* * Access time to Child and Adolescent MH services*</p> <p>Supporting people with addictions and blood borne viruses to live at home (F,H) * People in supported tenancies*</p>	<p>Increased community capacity (D,G) * Change Fund initiatives to support older people – project monitoring * Profiles of Neighbourhood Partnership activity* * Profiles of Community Council activity* * No. volunteers recruitment or supported*</p> <p>Improving Quality of Care (I) P37 * Service user feedback * Care provider performance statistics * Single and en-suite care home provision SPI * Care staff qualification levels SPI * Monitoring of improvement plans following Inspection * Overview of engagement with stakeholders in service planning and improvement</p> <p>Sound Resource Management (All) * Budget planning for demography * Monthly budget monitoring of spend and service volumes Addressing the impact of Welfare Reform * Staff recruitment, training and retention policy</p>	<p>Improve public protection arrangements (E,H,I) * Assessing and managing risks to adults and children * Staff training and qualification profiles * Protection –related inspection results * Time taken to support and protect children in need * Time to adult and child protection case conferences * Reoffending rates * Managing high risk offenders (MAPPA) * Criminal justice orders successfully completed * No. high risk offenders supported in residential facilities * % agree the Council provides protection and support for vulnerable people EPS</p>
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RISKS

Insufficient financial and human resources to meet health and social care needs to an acceptable standard (1-6)	Impact of Welfare Reform increases poverty and demand and reduces charging income (1-6)	Personalisation/ Self Directed Support reduces stability of internal and purchased care markets (1-6)	Budget reduction controls and efficiency programme fail to deliver balanced budget (1-6)	Major incidents cause disruption to services (1-6)	Re-offending by dangerous offenders (1-6)
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The City of Edinburgh Council is an efficient and effective organisation and a great place to work

WHO? PLEDGE-AREA
STAKE-HOLD-ERS
STRATEGIC OUTCOMES
WHAT? OBJECTIVES
HOW? STRATEGIES

Internal: Managers, staff and Elected Members

External: public, partners, government and outside bodies

The Council communicates effectively internally and externally and has an excellent reputation for customer care.

The Council has efficient and effective services that deliver on objectives.

The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives.

The Council supports, invests in and develops our people.

Achieve transformational change and improve the Council's reputation

Provide excellent, efficient and accessible customer services that deliver on continuous improvement and our statutory duties

Lead and support the internal governance of the council to achieve best practice.

Support our people to do their jobs well

Engages well with partners and stakeholders to deliver on shared outcomes for communities

Support political management to deliver effective decision making that is transparent, accountable and based on consensus

Overarching business plan in development

Reputation / Comms. Strategy	Achieving Excellence 2012 -17	Customer Access Strategy	Governance Review	ICT Strategy	Long term financial plan	Corporate Projects / Change Programme	Single Outcome Agreement	OD Strategy People Plan	Corporate Asset Management Plan	IPFM Change Programme	Tenant Participation Strategy	Framework to Advance & Rights 12/17
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DO. PERFORMANCE INDICATORS (tbc measures under development)

Achieve transformational change and improve the Council's reputation

Change Programme and Key Projects

- * Projects completed within time, budget
- * ROI of Transformational Projects per relevant FTE
- * PROSCI staff trained

Self-Evaluation

- * Impact analysis of improvements from self evaluation (statutory and non-statutory)

EFQM Business Excellence

- * Track progress to Gold 5* Stars

Staff Perceptions

- * % feel reasons for change are well communicated
- * % feel involved in decision making
- * % understand the need for change
- * % support the need for change
- * % change is well managed

Citizen Perceptions

- * % satisfaction with value for money **EPS**
- * % satisfaction with city management **EPS**
- * % feel the Council is easy to contact **EPS**

Reputation Tracker

- * Reputation tracker survey (tbc)
- * Social media analytics (tbc)

Journalist Perceptions Survey (tbc)

- * Responses meet journalist needs
- * Media tracking and analysis

Local, National & International Awards

- * Applications submitted
- * Awards long / short-listed / won

Communications

- * Analysis of campaign / project impact
- * Spokesperson interviews

Ability to deliver and innovate

- * Impact made through access to EU funding

Provide excellent, efficient and accessible customer services that deliver on continuous improvement and our statutory duties

Customer Experience

- * Analysis, trends of complaints / compliments
- * Complaints to Ombudsman / upheld
- * Satisfaction with complaint handling
- * Customer Care Standards
- * Satisfaction with key services (**all maps**)
- * Achievement of Customer Excellence accreditation / # of partials and best practise

Contact Centre

- * Calls answered in 30 seconds / drop rate
- * First time resolution
- * Ratio of complaints vs tasks
- * Cost per transaction

Information Compliance

- * Responded to within statutory timescales
- * Internal review appeals (upheld / partial release / full release)
- * Appeals to the Scottish Information Commissioner (upheld / partial release / full release)

Records & Archives

- * Records Centre performance

Records Management

- * Audit of services evaluating statutory elements of RMP

Legal Services

- * Critical deadlines are met
- * Fee earner utilisation (80% target)

Customer Research

- * Impact analysis of consultation / research

Risk & Audit

- * Service risk self-assessments completed

Well Maintained Properties

- * Total running costs of Council buildings
- * % of accommodation that is in a satisfactory condition **SPI**

Property Rationalisation

- * Reduction in floor area
- * Generate Capital receipts
- * Increased rental income
- * Decrease level of backlog maintenance

Lead and support the internal governance of the council to achieve best practice

Performance & Planning

- * Outcomes on track / achieved
- * % of reports on time (include error rate)

ICT

- * Availability of critical systems
- * ICT projects within time, budget
- * ICT procurements compliant with strategy

Finance P30

- * Actual revenue spend as a % of budget
- * Comparison of actual Outturn against Forecast for Revenue and Capital
- * Insurance: Net Cost / Cost per £k value insured for property and motor insurance
- * Treasury maximise funding a) Cash fund performance compared to benchmark and b) the reduction of the Loans Fund Pool Rate compared to other LAs.
- * Final Accounts which are submitted on time, compliant with ACOP, unqualified and with high standard of feedback received from external audit on working papers
- * Support service costs as a % of spending
- * % spend with contracted suppliers
- * % of procurement spend in local EH
- * Procurement savings achieved
- * Benchmark cost per £M for the accounting function

Corporate and Transactional Services

- * Debt recovery % / time
- * New benefits claims processed within 29 days
- * % of business rates collection
- * % Council Tax collection rate **SPI**
- * cost of collecting Council Tax per dwelling **SPI**
- * gross admin per benefit case **SPI**
- * Invoices paid within 30 days **SPI**

Business Continuity

- * Maintain accreditation to British Standard for business continuity (BS25999)
- * Maintain ISO9001 accreditation for emergency planning function
- * Chief Officer Training (100% target)

Audit

- * Achievement of Audit Plan ISO 9000/2008 standards met (100% target)

Support our people to do their jobs well

Staff Engagement

- * % Staff survey response rate
- * % skills needed to do job effectively
- * % have clear work objectives
- * % L&D activities help to develop career
- * % feel treated fairly at work
- * Programme of Talkabouts, Away Days, etc
- * Staff recognition / award scheme

Managing Attendance

- * Sickness absence rate **SPI**
- * Sickness absence triggers

People Planning & Development

- * People Plan tracked corporately
- * PRD completion
- * Average PRD score
- * Impact of training spend on performance
- * Recruitment timescales
- * Satisfaction with learning and development
- * No. staff registered with the Scottish Social Services Council
- * No. staff meet qualification requirements of registration per year

Investors in People

- * IIP actions delivered / Impact Analysis

Human Resources

- * FTE / staff numbers
- * Staff turnover rate
- * VERA / redundancy **P26**
- * Disciplinary actions taken
- * Grievances lodged / dealt with effectively
- * Recruitment numbers / costs **P25**
- * recruitment within timescales
- * Accidents reported to Health and Safety Executive

Equalities

- * % of the highest paid 2% and 5% of earners that are women **SPI**
- * % key services with ERIA
- * Equality outcomes on track / achieved
- * & of employment diversity targets met
- * equal pay monitoring

Support political management to deliver effective decision making that is transparent, accountable and based on consensus

Governance

- * Deliver web-casting e-petitions and e-voting
- * Progress review of governance arrangements (six-monthly)
- * % of agendas issued within 3 working days
- * % of action sheets issued within 1 working
- * Impact analysis of actions

Support to Elected Members

- * Satisfaction with Elected Member support

Coalition Pledges

- * Performance reported on time with 6 monthly and annual reporting
- * Capital Coalition Pledges on track / achieved

RISK

Risk management and business continuity

* Compliance with legislation * Protecting public interest * Risk analysis of business * Avoidance of liability

Reputational and financial impact of post-ABM, property conservation, trams

Lack of progress on workforce planning and management

ICT problems impact customer service / delivery of essential services

Welfare reform has a major impact on citizens and services

Information security breaches lead to loss of confidential data

Industrial relations negatively impacted, hard to retain key staff

Corporate Policy and Strategy Committee

10.00am, Tuesday, 22 January 2013

imProve it Programme – Progress Update

Item number	8.1
Report number	
Wards	All

Links

Coalition pledges	Managing and enhancing the quality of life in Edinburgh – P44, P48, P49, P50
Council outcomes	Edinburgh is an excellent place in which to live, study, work, visit and invest – CO17-19, CO23 The City of Edinburgh Council is an efficient and effective organisation and a great place to work – CO24-27
Single Outcome Agreement	SO2, SO4

Mark Turley

Director of Services for Communities

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Executive summary

***imProve it* Programme Progress Update**

Summary

The *imProve it* programme aims to deliver transformational change in a number of environment services including Waste, Street Cleaning, Grounds Maintenance, Fleet Management and Maintenance and Public Conveniences. The programme also aims to deliver the £45m of savings over seven years that were identified as part of the Environment Public Sector Comparator (PSC).

The programme has made significant progress in implementing the changes required to deliver both service improvements and the majority of savings contained within the original PSC. The programme is forecasting savings of £8.9m in 2013/14 although it still faces significant financial challenges.

The programme will be moving on to a new phase which focuses on developing and implementing additional efficiencies and achieving sustained improvements in performance.

Recommendations

The Committee is asked to:

- 1) note the progress of the *imProve it* Programme to date and that savings of between £4.5m - £5.3m are forecast in 2012/13 rising to £8.914m in 2013/14;
- 2) note the main areas of work proposed in the next phase of the programme.

Measures of success

Delivering savings of at least £45M by 2018/19.

Increased recycling of waste - 50% by 2013/14

Reduced landfill tonnages – 112,000 tonnes in 2013/14

Financial impact

Forecast expenditure for *imProve it* services in 2012/13 is £53.6m, which is approximately 1% above budget but this can be contained within SfCs overall budget . A review of the assumptions used in the PSC has identified a resource requirement in 2013/14 of £49.205m, compared with an estimated resource allocation of £46.869m. Some provision (£0.7m) has also been allowed for contingency to help manage identified programme risks. This gives a funding gap of £3.0m for 2013/14 and work is continuing to reduce this deficit.

A high proportion of the savings expected through the programme have now been delivered. The PSC assumed gross savings of £7.150m in 2012/13 and £10.212m in 2013/14 and the current forecast is between £4.5m - £5.5.3m in 2012/13 and £8.914m in 2013/14.

Equalities impact

No full EqIA is required as this is an update report.

Sustainability impact

Projects within *imProve it* are expected to reduce waste and carbon emissions, increase recycling, reduce landfill and promote environmental good stewardship.

Consultation and engagement

Elected members have been updated regarding programme and project activities through face to face and written member briefings.

Background reading / external references

http://www.edinburgh.gov.uk/download/meetings/id/34202/item_81-alternative_business_models_review_programme-environment_workstream

http://www.edinburgh.gov.uk/download/meetings/id/36050/item_no_7-alternative_business_models-update_on_internal_improvement_plans

imProve it Programme – Progress Update

1. Background

- 1.1 As part of the Alternative Business Models programme the Council agreed at the end of 2011 to proceed with the implementation of the internal improvement plan or Public Sector Comparator (PSC) for Environment Services. Implementation began in January 2012 and the improvement plan is now called *imProve it*.
- 1.2 The *imProve it* programme covers the following services: Street Cleansing, Grounds Maintenance (neighbourhood and specialist), Waste Services, Fleet Services, Public Conveniences and associated support services such as People Development, Depot Strategy and ICT. The programme aims to transform services through improved performance and productivity, investment in ICT, depots and people development, reduced operating costs and increased income.
- 1.3 The original Public Sector Comparator proposals indicated that it would deliver a minimum of £45m of savings over the next 7 years, with approximately £4m of investment required in 2012/13. These savings were built into SfC's budget and into the assumptions used within the Council's Long Term Financial Plan (LTFP).
- 1.4 PSCs were not full business cases as their primary purpose was to allow the Council to compare solutions being offered by ABM bidders with savings and improvements that could potentially be delivered if services continued to be delivered directly. An independent external review of the Environment PSC in November 2011 gave a low to medium confidence rating of its deliverability.
- 1.5 At its meeting on 9 February 2012 Council asked for revised business cases for those services that were within the scope of ABM. As the savings within the Environment PSC had already been built into budgets the focus of *imProve it* has been on delivery rather than on full business case development. However the assumptions and costs within PSC have been reviewed and this report provides a realistic view of the savings as well as an update on programme delivery.

Drivers for Change

- 1.6 There are a number of drivers to modernise the Council's Environment services. These include the need to:
 - increase recycling and reduce the amount of waste sent to landfill;
 - reduce carbon emissions and the environmental impact of services;

- meet the increasing expectations that residents, businesses and visitors have of Edinburgh as a world class capital city;
- contribute to the Council's long term financial stability at a time of acute pressure on public sector finances;
- improve performance and become more efficient and productive.

1.7 To support improvements, expenditure is also required in areas which have previously suffered from lack of investment, primarily ICT and depots but also in modern fleet, equipment and plant. Investment in developing the skills and competencies of staff at all levels, including managers and supervisors, is also required to develop a flexible, responsive and performance driven workforce.

2. Main report

2.1 Rapid and significant progress has been made in delivering savings and implementing changes that will produce further savings and improvements in services. These include:

- Managed Weekly Collections to help drive up recycling rates and reduce landfill tonnages giving an estimated saving in 2013/14 from reduced landfill costs of £3.2m
- New refuse collection shift patterns which along with Managed Weekly collection will realise an estimated saving on vehicles and staff of £2m in 2013/14
- Reductions in employee costs in Task Force and Specialist Grounds Maintenance worth nearly £2.0m per annum.
- Completion of a zero based resourcing exercise for open space maintenance. This involved the mapping and classification of all streets and open spaces to assist in identifying the resources needed to deliver effective street cleaning and grounds maintenance in each Neighbourhood
- The commencement of a major SVQ programme for all staff working in environment services (with around 80 staff already having achieved an SVQ as of November 2012)
- A major programme of depot repairs and improvements
- Procurement of a new ICT system which will improve the planning and scheduling of frontline resources and customer response.

Further detail about progress in each of the work-streams is included in Appendix 1.

Change management, engagement and communications

- 2.2 The *imProve it* programme involves major transformational change and the Programme Board have sought to ensure that the change is managed well by using PROSCI, the Council's preferred change management methodology. Effective engagement and communication with staff is particularly critical as the workforce in many of the services within the scope of the programme have been directly impacted by both ABM and Modernising Pay with many feeling disengaged and wary of further changes.
- 2.3 Significant time and effort has gone into developing a programme of regular communications with staff at all levels including regular newsletters, depot briefings, a communications focus group comprised of frontline staff and change management workshops for managers and supervisors. Staff have also been given opportunities to become involved in influencing and designing service improvements through focus groups and co-design groups.
- 2.4 Positive and active engagement with the unions through a partnership approach has also been a hallmark of the programme with union representatives on the Programme Board and regular partnership meetings involving shop stewards from all the affected services.

Assurance review

- 2.5 In early October an assurance review was undertaken of the *imProve it* Programme by the Corporate Programmes Office (CPO). *imProve it* was assigned an Amber status after a series of interviews with key stakeholders and staff working on the programme.
- 2.6 The review identified the application of best practice programme approaches. The review acknowledged that the programme was in the delivery phase and that consequently some aspects of the business case were under-developed. The CPO developed recommendations for improvement including reviewing the scope of the programme, board membership, and more clearly articulating the programme's benefits and dependencies. This will be considered in the next phase of the Programme.

Financial Impact

2012/13 Financial Performance

- 2.7 The budget for *imProve it* services in 2012/13 is £53.028m. This comprises:

	£m
Core service budgets	46.956
Additional allocation for internal improvement programmes agreed in February 2012	4.072
Zero Waste/Recycling Fund	2.000
Total	53.028

- 2.8 Forecast expenditure is £53.6m, which is just over £0.5m or 1% above the available *imProve it* resources. However it is anticipated that this overspend can be contained with SfC's overall budget.
- 2.9 The additional allocation reflects additional costs identified in the PSC, principally in relation to the food waste service, additional recycling, staff release (VERA), inflation on fuel costs and some investment in ICT and depots.
- 2.10 The Waste Contingency budget has been used to cover a reduction in Trade Waste surplus compared with the PSC, additional costs incurred in the introduction of managed weekly collections and provision for a programme team to support the implementation of *imProve it*.
- 2.11 It is too early to fully assess the impact of the introduction of managed weekly collections in 2012/13 but there is likely to be a shortfall against the savings targets due to higher than anticipated levels of landfill and additional collection resources. The forecast shortfall of landfill savings is a range of £300,000 to £800,000 while the additional collection costs are estimated to be at least £182,000.

2013/14 Budget

- 2.12 A review of the assumptions used in the PSC has been carried out together with a detailed budget development exercise. This has identified a resource requirement in 2013/14 of £49.205m compared with an estimated resource allocation of £46.869m, based on current analysis of budget planning assumptions.
- 2.13 This gives a funding gap of approximately £3.0m for 2013/14, as provision (£0.7m) has also been allowed for contingency to help manage the risks identified at 2.17 below.
- 2.14 The gap is principally in Waste Services and reflects the PSC's over optimistic assumptions for Trade Waste and this has contributed to a reduced savings forecast as discussed in 2.16 below. Additionally, the market in recyclates can be volatile and reductions in the value of some recyclable materials has led to substantial increases in the cost of collections. The remainder of the funding gap is due to ICT and depot investment requirements and programme team costs.
- 2.15 Work is on-going to identify and evaluate options for reducing this funding gap including bringing forward additional savings.

2.16 A high proportion of the savings expected in the PSC have been delivered. The budget figures above include the PSC's assumed gross savings of £7.150m in 2012/13 and £10.212m in 2013/14¹. Depending on the movement in landfill tonnages as noted in 2.11 the current forecast savings that *imProve it* will deliver in 2012/13 will be in the range of £4.5m - £5.3m in 2012/13. It is anticipated that these shortfalls will be contained within SfC's overall budget. The forecast for 2013/14 is £8.914m of savings assuming that the targeted recycling rate of 50% is achieved and that the funding gap discussed in sections 2.12 – 2.14 can be reduced or mitigated. The current *imProve it* savings tracker is attached as Appendix 2.

Programme Risks

2.17 Delivery of these services and the associated budget savings requires the management of a number of significant risks which include:

- industrial relations issues - staff concerns with pay and conditions (particularly as a result of the end of Pay Protection in October 2013) impeding the ability to make transformational change or leading to service disruption;
- high dependency on influencing and changing the public's behaviour on recycling to deliver reduced landfill tonnages;
- capital and revenue funding for programme activities and improvements not being adequate or approved;
- Trade Waste market competition;
- volatility in recycle market prices;

2.18 All of these risks are closely monitored and will continue to be mitigated by robust forward planning and action plans as appropriate.

Next phase of programme

2.19 The main changes required to deliver the majority of savings in the PSC have been implemented. However as discussed in sections 2.7 – 2.18 of this report there are variances between what the PSC set out achieve and what the *imProve it* programme has been able to deliver. Some changes are also still to recent to be able to assess whether they will realise the level of savings within the target timescales.

2.20 The *imProve it* programme will look to explore further opportunities to both improve services and realise additional savings, the most significant of which is the proposed redesign of recycling services in early 2014. Given the level of risk

¹ These figures represent the cumulative annual saving compared with a 2010/11 baseline used for evaluation of ABM bids and the PSC.

- High profile education and awareness raising campaigns;
- Home visits by recycling advisers to areas with low recycling rates ;
- Implementation of the 'no side waste' policy including targeted enforcement action where appropriate.

2.21 The programme will also focus on ensuring that the management and cultural changes required to deliver the improvements in performance and maximise the return on the investment in new ICT and mobile technology are properly embedded. As well as the redesign of recycling services the other main programme deliverables include:

- Finalising and implementing a strategy for depot rationalisation.
- Implementing new management structures in Waste Services and Task Force including the establishment of a Waste and Cleansing Service Support Unit to drive forward service and performance improvement.
- The design and implementation of new work schedules and routes for street cleaning and grounds maintenance.
- Implementing the Asset and Work Management system including deployment of mobile technology.
- A service review of grounds maintenance functions and responsibilities.
- An action plan for future Public Convenience provision.

3. Recommendations

3.1 The Committee is asked to:

- 1) note the progress of the *imProve it* Programme to date and that savings of £4.5m - £5.3m are forecast in 2012/13 rising to £8.914m in 2013/14;
- 2) note that potential short-fall in funding in 2013/14 may erode the value of savings;
- 3) note the risks associated with these savings particularly in relation to increased recycling and reductions in landfill;

- 4) note the main areas of work proposed in the next phase of the programme.

Mark Turley

Director of Services for Communities

Links

Coalition pledges	Managing and enhancing the quality of life in Edinburgh – P44, P48, P49, P50
Council outcomes	Edinburgh is an excellent place in which to live, study, work, visit and invest – CO17-19, CO23 The City of Edinburgh Council is an efficient and effective organisation and a great place to work – CO24-27
Single Outcome Agreement	SO2, SO4
Appendices	Appendix 1 – Programme Highlight Report Appendix 2 – Programme Savings Monitor

Programme Office Budget	£705,169	Green
Projected 2012/13 Spend	£474,000	

Programme Highlight Report 3 December 2012

Programme	AMBER					
Area/ Lead Officer	Project (RAG)	Progress Summary	Key Programme Milestones	Key Activities – next month	Key Risks/Issues/Dependencies (RAG)	Associated Action Plan
Programme Office (Tumblety)	n/a (Programme-wide)	<ul style="list-style-type: none"> Manager/Supervisor Events completed Discussions on Assurance Review report 	February 2013 Council Budget 2013/14 set.	<ul style="list-style-type: none"> Meeting to review TU Partnership Internal report on findings from Sponsor Forums Writing of Committee Report for January/February Agenda for Away Day to be finalised 	Dependency – January Away Day for Board will review programme scope, governance and benefits.	
Waste (Milne)	Managed Weekly Collection and Double Shifting	<ul style="list-style-type: none"> Managed weekly collections generally on course and on schedule. Continuing weekly monitoring of managed weekly collections and making corrective actions where applicable. Currently up to date on waste collections from managed weekly collections; Continuing to scale back of contingency from managed weekly collections. 	10 September 2012 Alternate Weekly Collections (AWC), Neighbourhood routes and new shift patterns implemented	<ul style="list-style-type: none"> Full review of complaints process. 	<p>Risk - Damage to CEC Waste Services reputation and financial impact arising from reduced service levels.</p> <p>Issue - Procedure for progressing staff up pay grades still pending</p>	<p>Active management of performance. Review implementation of MWC and ongoing need for contingencies. Daily status updates and weekly review meetings. Route attendants and recycling advisers supporting residents through the changes.</p> <p>Service to develop criteria in conjunction with HR</p>
Waste (Milne)	Redesign of Recycling and increased Recycling Income	<ul style="list-style-type: none"> Work on business case and implementation plans for Redesign of Recycling and Food Waste 	<p>20 December 2013 Redesign of Recycling to policy sub-committee</p> <p>31 January 2013 High density food waste rollout completed</p>	<ul style="list-style-type: none"> Redesign of Recycling business case to policy sub-committee for discussion on 20 December Review of implementing food waste collections in high density properties and development of implementation plan. 	Risk - Uncertainty on participation and capture rates resulting from implementing the redesign of recycling initiative	Business Case anticipated for end of December 2012
Waste (Milne)	Trade Waste income	<ul style="list-style-type: none"> Joint working between Trade Waste Teams and Community Wardens, with weekly meeting arranged. Conducting a food waste trial with circa six customers plus the Council Chambers. 		<ul style="list-style-type: none"> Commercial Food Waste trial continues Further development of Trade Waste improvement plan/projects 	Risk – ability to be competitive due to underlying costs and ability to win sufficient customers to negate shortfall in current climate.	Further detailed once Trade Waste manager in place
Waste (Milne)	Management Review	<ul style="list-style-type: none"> Organisational review progressing with dedicated project manager 	March 2013 Structure fully implemented	<ul style="list-style-type: none"> Continuation of consultation. New JDs to be finalised. Draft report on SSU functionality/roles and responsibilities to be circulated for comment 	Risk – management review running parallel to significant service changes increasing uncertainty and impacting on capacity.	Being aligned by management where possible to minimise impact on delivery of both. Dedicated resource being recruited to lead this review.
Open Space Maintenance (Strong)	Zero Based Resourcing Review	<ul style="list-style-type: none"> Review results agreed in principle with Board and SMT pending requirements for socio-economic factors Depot briefings held with staff BT has completed webaspx proposal and sent to e-Government WebEx Demo of WebAspx organised at OSM's request 	December 2012 Sign off by SMT	<ul style="list-style-type: none"> Socio-economic modeling to be signed off by SMT Depot-based co-design meetings to take place in January WebAspx demonstration Implementation of revised routing/modelling 	<p>Issue – webaspx not yet in place meaning routing needs to be done 'manually'</p> <p>Risk - May not have appropriate balance of staff with right licenses to operate revised cleansing methodology.</p>	<p>Webaspx to be expedited where appropriate</p> <p>Review of existing licenses, staged implementation approach and appropriate recruitment going forward.</p>
Open Space Maintenance (Strong)	Taskforce Management Review	<ul style="list-style-type: none"> Further meetings held with affected staff and unions Task Force Management draft structure signed off by Board 	17 December 2012 Final structure signed off by SMT	<ul style="list-style-type: none"> Final structure approved by SMT Final consultation with unions Implementation of organisational review 	Risk – disruption to service delivery due to VERAs and uncertainty over longer term roles.	Planning activity undertaken to identify any operational gaps.
Fleet (Renwick)	Rationalisation of Fleet	<ul style="list-style-type: none"> Finance meetings vis 7 year budget and Business Case Business Case submission Further iteration of Fleet Strategy developed and shared with Stakeholders 	January 2013 Fleet Strategy finalised	<ul style="list-style-type: none"> Fleet Strategy signpost report finalised by year end Scope and let contract for Efficiency Review for Fleet Preparation for Home to School contract re-tender 2013 Travel & Fleet Manager to be recruited. Trainer/CPC role to be recruited. Next Fleet Users Forum set for December 2012 	<p>Issue – slow progress on implementation of Modernising Pay for craftpersons.</p> <p>Dependency/Risk - failure to promptly complete management restructure leads to inertia and morale issues</p>	<p>Work with HR and other colleagues to progress as a priority.</p> <p>Close liaison with Waste Services regarding implementation of organisational review</p>

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Programme Highlight Report 3 December 2012

Programme	AMBER					
Area/ Lead Officer	Project (RAG)	Progress Summary	Key Programme Milestones	Key Activities – next month	Key Risks/Issues/Dependencies (RAG)	Associated Action Plan
Fleet (Renwick)	VOSA Test Lane	<ul style="list-style-type: none"> ATF Testing Facility reviewed by VOSA. 	1 December 2012 VOSA lane in operation	<ul style="list-style-type: none"> VOSA test lane leaflet being developed with Comms 		
Fleet (Renwick)	Fuel Sites	<ul style="list-style-type: none"> Russell Road works commenced 26th November 2012. Installation of interceptor at Russell Road. 	1 April 2013 Fuel site compliance at Murrayburn and Russell Road	<ul style="list-style-type: none"> Continue to expedite Fuel Site works Mobilisation of new fuel system 	Issue – sites not currently compliant with legislation.	Works to be expedited as swiftly as possible.
Public Conveniences (Avery, Robertson)	Public Conveniences Strategy	<ul style="list-style-type: none"> Public Conveniences Strategy has been put on hold until condition surveys have been completed 	ON HOLD	<ul style="list-style-type: none"> Further scoping work required on cost model including condition surveys. 	Dependency – iPFM modelling	Close linkage with iPFM
Depots (McNab)	Depot Strategy	<ul style="list-style-type: none"> Decision made to further lease at Baileyfield for 2 years Workshops arranged for stakeholders – complete Evidence gathering ongoing 	November 2012 Depot Strategy workshops	<ul style="list-style-type: none"> Collate information gathered at workshops Define strategy for approval. 	Risk – detrimental impact on longer term strategy from short term H&S works required – financial impact.	Close liaison between two project streams.
Depots (McNab, Cumming)	Health and Safety/Site works (short-term)	<ul style="list-style-type: none"> Yard repairs at Russell Road and temp lights complete Further works confirmed with Building Design Services Powderhall works commenced 26/11/12 	Ongoing	<ul style="list-style-type: none"> Depot data collection undertaken Review condition of Powderhall in relation to Union complaints – response to be issued 	Risk - that budgets are not in place to cover works already underway or required going forward (no stand alone budget)	Ongoing discussions with Finance, Asset Management etc as required.
Depots (McNab, Cumming)	Workshops and stores	<ul style="list-style-type: none"> Option appraisal/project documentation drafted. Information gathering initiated including liaison with other depots-related projects to ensure synergy. 	2 November 2012 Identification of present provision and current/future requirements	<ul style="list-style-type: none"> PID signed off Input into workshops 		
People Development (McManus, Miller)	People Development Plan & VQ Programme	<ul style="list-style-type: none"> 75 Open Space Maintenance Level 2 completions achieved as at end of October Horticultural Level 2 VQs launch rescheduled for December 2012 to allow stakeholder planning Temporary externally-sourced Driver training in place until establish a Fleet-based post 	October – December 2012 Frontline Supervisor L&D Programme (Phase 1)	<ul style="list-style-type: none"> Continue with implementation of the actions agreed to address VQ programme progress Mentoring model in Waste Services for frontline managers under development. Commence the Level 2 Horticulture VQ programme 	Issue – Full candidate/manager buy-in to and ownership of VQ programmes is essential to ensure progress is made in line with timescales.	Ian Robertson working with 'sponsorship coalition' to develop a range of support measures to address programme progress issues.
ICT (McNab, Bullock)	Asset Management	<ul style="list-style-type: none"> References checked on winning bidder Quality evaluation scoring completed Review of contract T&Cs undertaken with Anderson Strathern Writing of FBC underway BT ROM costs received 	December 2012 Final business case approved January 2013 Rollout preparation commences	<ul style="list-style-type: none"> Revised T&Cs from Anderson Strathern Review of T&Cs with Steve Langmead, Commercial clarifications issued, Contract T&Cs Revised business case to be completed and sent to appropriate Committee 	Risk - BT may not have sufficient capacity to support the project to meet required timescales, given competing demands from other programmes / projects, e.g. Refresh, Priority Based Planning	Design work required for BAFO quotation will include resource planning and should flag up any capacity issues
ICT (McNab, Dent)	Fleet – Telematics & Tranman	<ul style="list-style-type: none"> Following review of the Outline Business Case the Programme Board have agreed to put this procurement on hold and review the benefits of the current telematics in use by Council. Tranman proposal received, accepted & returned to BT 11/10/2012 £16575.26 op points £25816.67 	September 2013 Revised business case to be reviewed	<ul style="list-style-type: none"> Team to review the benefits achieved by the current telematics systems in place Update from BT/Virtual Server Built/Tranman ready to be installed Civica available in January for config/setup GH to redesign screens with team Nov-Jan '13 timescales for testing / go live & workplan 		
Comms and Change Management (Lynn)	n/a (Programme-wide)	<ul style="list-style-type: none"> Held meeting of Communications Focus Group and agreed continuation of group into 2013 Completed pre-Christmas face to face briefing outlines for Waste and Fleet Supported publicity around new Electric vehicles 	Ongoing	<ul style="list-style-type: none"> Continue to evolve comms and engagement plans with OSM, Waste/Fleet and ICT project teams to end March Support staff briefings for Waste & Fleet Continue with installation of notice boards at depots 		

Service area & RAG (Note 1)	Project	Original PSC saving	11-12 ledger saving	12-13 ledger saving	12-13 forecast saving per SMT	12-13 forecast shortfall	Estimated saving 12-13 (Col E+G)	Planned saving 13-14	Planned saving 14-15	Planned saving 15-16	Planned saving 16-17	Planned saving 17-18	Planned saving 18-19	Total saving (11/12 - 18/19)
Fleet														
Rationalisation of fleet	Payroll Costs - Reduction of 17 FTE city fleet maintenance services staff from reduction in fleet for double shifting. Actual reduction of 11 FTE city fleet maintenance services staff from reduction in fleet for double shifting - target increasing to 13	502	322	78	78	-	400	400	430	430	460	460	460	3,362
Rationalisation of fleet	Reduced CFMS overtime from reduction in fleet for double shifting	90	-	-	-	-	-	90	90	90	90	90	90	540
Rationalisation of fleet	Merge fleet maintenance craft roles - Savings assimilated above	7	-	-	-	-	-	-	-	-	-	-	-	-
Rationalisation of fleet	Reduced plating preparation time for HGVs from 5 to 4 days	25	-	-	-	-	-	25	25	25	25	25	25	150
Rationalisation of fleet	Reduce minor service levels on non VOSA vehicles	10	-	-	-	-	-	10	10	10	10	10	10	60
Rationalisation of fleet	Reduce maintenance shift costs by switching 3 mechanics from nightshift to dayshift. Assimilated into Payroll Cost savings above	16	-	-	-	-	-	-	-	-	-	-	-	-
Rationalisation of fleet	Reduce vehicle profile (non Env). Identify under-used vehicles & defleet.	45	20	25	25	-	45	45	45	45	45	45	45	335
Rationalisation of fleet	Reduce motor insurance costs by declining fleet size, claims history & road risk performance. Current indicators suggest premia will rise and this may offset savings due to reduced fleet size	50	-	10	10	-	10	10	10	10	10	10	10	70
Rationalisation of fleet	Reduce vehicle fuel consumption by improved reporting, driver training, fleet reductions & introduction of electric vehicles.	150	-	-	-	-	-	150	150	150	150	150	150	900
Rationalisation of fleet	Merge fleet management & maintenance at Russell Road. Saving false as Cleekim and successor premises still required.	134	-	16	16	-	16	16	16	16	16	16	16	112
Rationalisation of fleet	Terminate Engineering Officer consultancy. NB avoid double count as this post will be addressed through the wider re-structuring	19	-	-	-	-	-	19	19	19	19	19	19	114
VOSA test lane	Open additional VOSA test station at CFMS for HGVs	66	-	-	-	-	-	40	40	40	60	60	60	300
VOSA test lane	Increased income from carrying out more class 4 & 7 MOTs	40	17	13	13	-	30	40	40	40	40	40	40	287
Fleet - Telematics / Tranman	Telematics - reduced operating costs	30	-	-	-	-	-	50	50	50	50	50	50	300
Sub total - Fleet		1,184	359	142	142	-	501	895	925	925	975	975	975	6,530
Public Conveniences														
Public conveniences strategy (note 4)		113	-	113	113	-	113	113	113	113	113	113	113	791
Total - imProve it savings		12,663	2,590	3,746	2,692	1,054	5,282	8,914	9,004	9,004	9,054	9,054	9,054	61,956
Below line savings														
Waste	Cessation of pay protection	1,140	-	-	-	-	-	619	1,140	1,140	1,140	1,140	1,140	6,319
Taskforce management review	Cessation of pay protection	224	-	-	-	-	-	113	224	224	224	224	224	1,233

Notes:

1. Per SMT savings monitor (plus Waste savings monitor)
2. Per Ian Strathearn's worksheet re Environment savings included in original PSC (Tab 3)
3. Cumulative saving equals ledger adjustment (saving) made in 11-12 plus latest 12-13 annual forecast saving per SMT saving monitor
4. Public Convenience saving, as amended by Council in Feb 12 included within the PSC saving target - reflecting change in scope
5. Negative figures in this column indicate that the forecast savings exceeds the original PSC