# Notice of meeting and agenda

## Corporate Policy and Strategy Committee

### 10.00am, Tuesday, 5 November 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

If any

# 4. Minutes

4.1 Minute of the Corporate Policy and Strategy Committee of 1 October 2013 (circulated) – submitted for approval as a correct record.

# 5. Key Decisions forward plan

5.1 Corporate Policy and Strategy Committee Key Decisions Forward Plan December 2013 to February 2014 (circulated)

# 6. Business Bulletin

If any

# 7. Executive decisions

7.1 Corporate Resilience Annual Report (1 October 2012 to 30 September 2013) - report by the Director of Corporate Governance (circulated)

7.2 Corporate Governance: Senior Management Structure – Revised Arrangements - report by the Director of Corporate Governance (circulated)

7.3 Discretionary Housing Payments (DHP) Policy - report by the Director of Corporate Governance (circulated)

7.4 ICT and Digital Strategy - report by the Director of Corporate Governance (circulated)

7.5 Contact in the Capital - Community Communication Pilots - report by the Director of Corporate Governance (circulated)

7.6 Review of Events Governance – joint report by the Directors of Corporate Governance and Services for Communities (circulated)

7.7 Gaelic Language Plan 2012-2017 - Progress Report 2012-2013 - report by the Director of Corporate Governance (circulated)

7.8 Towards an Edinburgh Autism Strategy – Summary of the Feedback from the Consultation on the Edinburgh Autism Plan for people with autism who do not have a Learning Disability – joint report by the Directors of Health and Social Care and Children and Families (circulated)

7.9 Summary of the Edinburgh Autism Plan – A Plan for People with Autism without a Learning Disability – joint report by the Directors of Health and Social Care and Children and Families (circulated)

7.10 Review of Community and Accessible Transport Programme Update – report by the Director of Health and Social Care (circulated)

## 8. Routine decisions

If any

## 9. Motions

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 4264, email 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, 1 October 2013

**Present**

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

## 1. Tron Kirk – Short Term Leasing Option – referral from the Finance and Budget Committee

**a) Deputations**

    **i)**     Encounter Church

           The deputation indicated that they had held several services in the Tron Kirk since May 2013 but had been unable to gain access to the Church during or since the Festival period. They expressed an interest in the short term 2 year lease of the Church which they hoped to use as a multi-purpose building and not just for services on a Sunday. They felt that the building should be used for the purpose it was intended.

    **ii)**     Edinburgh 2013 Ltd

           The deputation indicated that they had had the current floor put in to the Church at no cost to the Council. They had worked with the Council to bring visitors in and stressed that the Church had been a very successful Festival venue being a base for the many acts performing in the Jazz Festival. The asked the Council to consider extending their current lease for a further 2 year period to enable them to work further with the local community to make good use of the Church.

**b) Report by the Head of Legal, Risk and Compliance**

The Finance and Budget Committee had referred a report on the options for letting the Tron Kirk for the next two years prior to Edinburgh World Heritage Trust taking a long term lease of the building. The Economy Committee had earlier approved the lease extension to the existing tenant subject to terms and conditions. As this decision had not subsequently been ratified by the Finance and Budget Committee, the Corporate Policy and Strategy Committee was required to determine the Council's position.

**Motion**

To agree:

1) Only on the application of the following explicit terms, to now approve the lease extension of the Tron Kirk, for a maximum of 2 years, to 30 September 2015, to the existing tenant:

   a) All required 'change of use' permissions must be secured in advance of any property usage of Tron Kirk.

   b) All required 'listed building consents' must be secured in advance of any property usage of Tron Kirk.

   c) The lease will further be subject to the tenant securing an additional agreement/s to utilise the toilets, licensing and all other required consents in advance of any property usage of Tron Kirk.

   d) In addition, the tenant will install a disabled ramp access and disabled toilet at their own cost, subject to all the required consents, as above.

   e) The lease extension to the existing tenant is only approved for the period of the Summer festivals (Jazz, Old Town and Fringe) in 2014 and 2015 plus the Christmas and New Year Festival in 2013 and 2014.

   f) The required rent for these periods will be £20,000 per annum.

   g) The tenant will additionally be responsible for the Council's legal and property costs in concluding this lease.

2) That beyond the periods specified in paragraph e) above:

   a) The property will be available for use by the Council, or any other parties that they may choose to nominate, during all other dates prior to 30 September 2015.

   b) Finalisation of other uses will be on terms and conditions, as agreed by the Director of Services for Communities and Head of Legal, Risk and Compliance; in consultation with Ward 11 Councillors.

   c) This overall lease extension is for 2-years maximum, to 30 September 2015, and no further extensions are presumed necessary given the existing (June 2013) grant of a long lease to the Edinburgh World Heritage Trust to open the venue as a Heritage Centre.

   d) at the end of the lease period the tenant will leave all capital works in-situ if required.

- moved by Councillor Burns, seconded by Councillor Bridgman

**Amendment**

To place the Tron Kirk on the open market as being available to let until 30 September 2015.

- moved by Councillor Mowat, seconded by Councillor Burgess.

**Voting**

The voting was as follows:

For the motion            -        9 votes
For the amendment -        -        5 votes

**Decision**

1)      To approve the motion by Councillor Burns.

2)      In terms of Standing Order 28, the requisite number of members required that the decision be referred to the Council as a recommendation.

(References – Economy Committee 17 September 2013 (item 2), Finance and Budget Committee 19 September 2013 (item 3); report by the Head of Legal, Risk and Compliance, submitted)

**Declaration of Interests**

Councillors Cardownie and Lewis declared a non-financial interest in the above item as Directors of the Edinburgh International Jazz and Blues Festival.

## 2.      Welfare Reform – Further Update

**a)      Deputations**

(i)      Lothian Federation of Anti-Bedroom Tax Groups

The deputation indicated that they were pleased that the Council had made its decision regarding the anti-eviction policy on rent arrears accrued as a result of Welfare Reform.  They felt however that additional policies were now required and in particular relating to the Disability Living Allowance.  They asked that officers be instructed to assist tenants to maximise the value of Discretionary Housing Payments.  They were of the opinion that exemptions were not being assessed on an individual basis and that the Council had discretion which it should use.

(ii)      Unite

The deputation welcomed the news that the Scottish Government was providing £20m to Scottish Local Authorities to enable them to top up their Discretionary Housing Payments.  The deputation asked the Council to publish, as soon as possible, the likely arrangements for 2014/15 and that tenants be informed to enable the appropriate take up to be in place by 1 April 2014.

**b)      Report by the Director of Corporate Governance**

An update was provided on 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.

**Decision**

1)      To note the continuing progress on assessing the impact of welfare reforms and actions for developing partial mitigation strategies.

2) To agree to refer reports on continuing financial pressures and associated risks arising out of implementation of Welfare Reform to the Finance and Budget Committee.

3) To agree to the spending proposals of the £109,594 DWP additional transitional funding as described in Appendix 1 to the report by the Director of Corporate Governance.

4) To note the additional DHP funding being provided by the Scottish Government and the need to adjust the Council's DHP policy in light of this additional funding.

5) To note the next progress update report would be 3 December 2013 (with a separate briefing to Committee in early November).

6) To agree to receive the updated DHP Policy at the 5 November 2013 Committee but delegated authority be granted to the Director of Corporate Governance to begin expending the additional Scottish Government monies with immediate effect and that the report include responses to the specific issues raised by the deputations.

(References — Corporate Policy and Strategy Committee 4 December 2012 (item 4); report by the Director of Corporate Governance, submitted)

**Declaration of Interests**

Councillor Cardownie declared a non-financial interest in the above item as a member of Unite.

## 3. Under-Occupation – Re-designation of Bedrooms – Referral from Health, Wellbeing and Housing Committee and Exploration of Re-designation of Bedrooms in Council Homes

The Health, Wellbeing and Housing Committee had referred a report on decisions made by other Councils in England and Scotland on the re-designation of bedrooms, which included information on the rationale and impact of these decisions.

Further information was provided outlining the consideration given to the re-designation of rooms within Council homes with the objective of removing tenants from the provision of the under-occupation regulations.

**Motion**

1) To agree that the report discharges the remit from this Committee to provide an update on the landlords' approaches to re-designation of bedrooms to reduce the impact of under-occupancy regulations.

2) To agree that rooms below a size of 50sq feet that had no ventilation or no natural light would not be regarded as bedrooms for the purpose of letting.

3) To note that a review of 257 pre 1919 tenement properties would be undertaken to identify which, if any, had rooms which did not meet this standard.

4) To note that in addition tenants could apply for a review of their property size and that property inspections would be carried out to assess whether all rooms met the standard.

5) To agree that the report referred from the Health, Wellbeing and Housing Committee discharged the remit from that Committee's Policy, Development and Review Sub Committee to submit a report based on the feedback received from members and shareholders.

6) To note the further report by the Director of Services for Communities and the consideration given to the re-designation of bedrooms as public rooms to take tenants out of under-occupation regulations.  Work would continue to support tenants subject to these restrictions.

- moved by Councillor Ricky Henderson, seconded by Councillor Bridgman

**Amendment**

1) To note the report and the consideration given to the redesignation of bedrooms as public rooms to take tenants out of under-occupation (bedroom tax) regulations.

2) To note that none of the reasons given at para 2.2 of the report by the Director of Services for Communities ruled out the redesignation of bedrooms.

3) To recognises that:

a) Around 3,500 council tenants were expected to move into smaller accommodation or pay bedroom tax, yet only around 500 single bedroom properties were available each year.

b) Over 2,500 Council tenants were in arrears due mainly to the bedroom tax and were at risk of homelessness.

c) The projected loss to the Housing Revenue Account due to falling rental income this year was around £4m.

d) The acute shortage in Edinburgh, compared to other areas, of one-bedroom homes available to those deemed to be over-occupying.

4) Therefore agree to write to Lord Freud to seek an urgent meeting to clarify the precise nature of the regulations governing re-designation of bedrooms as other public rooms and request a further report to Committee within two cycles on the implementation of re-designation,

- moved by Councillor Burgess, seconded by Councillor Chapman

**Voting**

The voting was as follows:

For the motion          -        12 votes
For the amendment       -        2 votes

**Decision**

To approve the motion by Councillor Ricky Henderson.

(References –Health, Wellbeing and Housing Committee 10 September 2013 (item 10), Corporate Policy and Strategy Committee 16 April 2013 (item 1); reports (2) by the Head of Legal, Risk and Compliance and the Director of Services for Communities, submitted.)

## 4. Minute

**Decision**

To approve the minute of the Corporate Policy and Strategy Committee of 3 September 2013 as a correct record.

## 5. Corporate Policy and Strategy Committee Key Decisions Forward Plan November 2013 to January 2014

The Corporate Policy and Strategy Committee Key Decisions Forward Plan for November 2013 to January 2014 was presented.

**Decision**

To note the Key Decisions Forward Plan for November 2013 to January 2014.

(Reference – Key Decisions Forward Plan November 2013 to January 2014, submitted.)

## 6. Council Grants to Third Parties 2014/15

Edinburgh Third Sector Interface partners had requested that the Council's grants to third parties process be subject to 'roll-over' arrangements for 2014/15, to enable fuller participation in the grants to third parties review. Details were provided on a proposed basis for a response, and any consequent action required by the Council.

**Decision**

1)   To not approve the request for roll-over of grants to third parties into 2014/15.

2)   To suspend the grants to third parties application process for current grant recipients for 2014/15, to enable fuller participation in the grants to third parties review.

3)   To instruct service area grant monitoring officers to undertake robust financial and performance assessments with all currently grant funded third parties, and to set challenging targets for 2014/15.

4)   To agree to a further report seeking approval for all grants to third parties settlements on 25 February 2014, including any new applications.

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

**Declaration of Interests**

Councillor Lewis declared a non-financial interest in the above item as a Board Member of Edinburgh Leisure.

## 7. A Framework to Advance a Cooperative Capital 2012/17 – Joining the Cooperative Councils Innovation Network

The Council had agreed the establishment of a Cooperative Development Unit to support the delivery of the Framework to Advance a Cooperative Capital 2012/17. Approval was sought for the Council to become a member of the Cooperative Councils Innovation Network (CCIN) for 2013/14 on a pilot basis.

**Decision**

1) To agree to the Council becoming a member of the CCIN for the remainder of 2013/14 on a pilot basis, and to explore the feasibility of establishing a Scottish network of Cooperative Councils.

2) To agree to receive a further report by 31 March 2014 assessing the success of the pilot membership and an update on the feasibility study of establishing a Scottish Network of Cooperative Councils.

(References –Act of Council No 10(c) of 25 October 2012; report by the Director of Corporate Governance, submitted.)

## 8. Progress Report on the Commissioning Strategy for Care and Support Services 2011-2016

Details were provided on the progress made in implementing the Commissioning Strategy for Care and Support Services and proposals for future monitoring to take place through the reporting of progress on individual commissioning plans to the relevant Committee of the Council.

**Decision**

1) To approve the proposal that future monitoring of the implementation of the Commissioning Strategy for Care and Support Services take place through the reporting of progress on individual commissioning plans to the relevant Committee of the Council.

2) To note the progress made to date in implementing the Commissioning Strategy for Care and Support Services.

3) To note the future developments likely to impact upon the Commissioning Strategy for Care and Support Services.

4) To note that further reports would be submitted to the Committee when the full implications of the integration of health and social care in respect of the Commissioning Strategy for Care and Support Services became clear.

(References –Policy and Strategy Committee 7 August 2012 (item 12); report by the Director of Health and Social Care, submitted.)

**Declaration of Interests**

Councillor Edie declared a financial interest in the above item as Chair of the Care Commission and left the meeting during the Committee's consideration.

## 9.    Chief Social Work Officer Annual Report 2012/13

**Decision**

To note the Chief Social Work Officer's annual report for 2012/13.

(Reference – report by the Chief Social Worker, submitted.)

**Declaration of Interests**

Councillor Edie declared a financial interest in the above item as Chair of the Care Commission and left the meeting during the Committee's consideration.

## 10.    Eurocities Annual Meeting and Conference 2013

Approval was sought for the Council's representation at the Eurocities annual meeting and Conference in Ghent, Belgium on 27-29 November 2013.

**Motion**

To approve the attendance of one member, being the Convener of the Economy Committee, supported by an officer from the External Relations Team, at the Eurocities annual meeting and conference in Ghent, Belgium on 27-29 November 2013, using the travel arrangements proposed in the report by the Director of Corporate Governance.

- moved by Councillor Burns, seconded by Councillor Cardownie

**Amendment**

To approve the attendance of one member, being the Convener of the Economy Committee, supported by an officer from the External Relations Team at the Eurocities annual meeting and conference in Ghent, Belgium on 27-29 November 2013, travelling by rail.

- moved by Councillor Burgess, seconded by Councillor Chapman

**Voting**

The voting was as follows;

For the motion            -        12 votes
For the amendment        -        2 votes

**Decision**

To approve the motion by Councillor Burns.

(Reference – report by the Head of Economic Development, submitted.)

## 11.    Investment Engagement Plans – Visit to China

**Decision**

To note the action taken by the Chief Executive in consultation with the Council Leader in approving the visit by the Lord Provost to Guangzhou and Shenzhen, Southern China at the end of June 2013.

(Reference – report by the Head of Economic Development, submitted.)

## 12. Representation at the UNESCO Creative Cities Summit in Beijing

**Decision**

To approve the attendance of the Lord Provost, supported by the appropriate staff to the UNESCO Creative Cities Summit in Beijing from 21-23 October 2013.

(Reference – report by the Head of Economic Development, submitted.)

## 13. Former Royston Primary School – 123 Boswall Parkway – Proposed Development of New Care Home - referral from the Finance and Budget Committee

The Finance and Budget Committee had referred a report which proposed the transfer of half of the former Royston Primary School site to the Health and Social Care account for the development of a new care home. The Economy Committee had earlier authorised the transfer. As this decision had not subsequently been ratified by the Finance and Budget Committee, the Corporate Policy and Strategy Committee was required to determine the Council's position.

**Decision**

To authorise the Director of Services for Communities to agree to the transfer of half of the former Royston Primary School site to the Health and Social Care account for the development of a new care home.

(References – Economy Committee 17 September 2013 (item 15); Finance and Budget Committee 19 September 2013 (item 14); report by the Head of Legal, Risk and Compliance, submitted)

## 14. Communities and Neighbourhoods Policy Development and Review Sub-Committee: Work Programme – referral from Communities and Neighbourhoods Committee

The work programme for the Policy Development and Review Sub-Committee of the Communities and Neighbourhoods Committee was presented.

**Decision**

To approve the Communities and Neighbourhood Policy Development and Review Sub-Committee Work Programme 2013-14.

(References – Communities and Neighbourhoods Committee 24 September 2013 (item 4); report by the Head of Legal, Risk and Compliance, submitted)

## 15.   Edinburgh Fire Control Centre - Motion by Councillor Burns

The Convener ruled that the following item, notice of which had been given at the start of the meeting, be considered as a matter of urgency in order that it be considered timeously.

The following motion by the Councillor Burns was submitted in terms of Standing Order 16.2:

"The Corporate Policy and Strategy Committee notes the decision of the Scottish Fire and Rescue Board of 26 September 2013 to consult on the reduction of the number of Fire Control Centres in Scotland from eight to three, with one being located in Johnstone and the locations for the remaining two yet to be identified.

Acknowledging the implications if a decision was made to close the Control Centre in Edinburgh, Committee instructs the Chief Executive to put forward the case for its retention in Edinburgh."

**Decision**

To approve the motion by Councillor Burns.

## Corporate Policy and Strategy Committee

December 2013 to February 2014

| Item | Key decisions | Expected date of decision | Wards affected | Director and lead officer | Coalition pledges and Council outcomes |
|------|---------------|---------------------------|----------------|---------------------------|-----------------------------------------|
| 1. | Welfare Reform Update | 3 December 2013 | | Director: Alastair Maclean<br>Lead officer: Danny Gallacher, Head of Corporate and Transactional Services<br>Danny.gallacher@edinburgh.gov.uk | CO24-26 |
| 2. | Lothian Pensions Fund Annual Report 2013 Audited | 3 December 2013 | | Director : Alastair Macleean<br>Lead officer:Clare Scott, Investment and Pensions Service Manager<br>Clare.scott@edinburgh.gov.uk | CO24-26 |
| 3. | Review of Events Governance | 21 January 2014 | | Directors  : Alastair Maclean and Mark Turley<br>Lead officer: Karen Kelly, Head of Corporate Programmes<br>Karen.kelly@edinburgh.gov.uk | CO24-26 |

| Item | Key decisions | Expected date of decision | Wards affected | Director and lead officer | Coalition pledges and Council outcomes |
|------|---------------|---------------------------|----------------|---------------------------|----------------------------------------|
| 4. | Council Grants to Third Parties - (i) Proposed Grants Expenditure for 2014/15 and (ii) Review Product and Implementation Plan proposals | 25 February 2014 | | Director: Alastair Maclean<br>Lead officer: Nick Croft, Equalities Manager<br>Nick.croft@edinburgh.gov.uk | CO24-26 |
| 5. | Review of Events Governance | 24 February 2014 | | Director : Mark Turley | CO24-26 |
| 6. | Grievance/Discipline | 24 February 2014 | | Director: Alastair Maclean<br>Lead officer: Elaine Wishart, Employee Relations Officer<br>Elaine.wishart@edinburgh.gov.uk<br>Philip Barr, Head of Human Resources<br>Philip.barr@edinburgh.gov.uk | CO24-26 |

# Corporate Policy and Strategy Committee

10.00am, Tuesday, 5 November 2013

# Corporate Resilience: Annual Report

# (1 October 2012 to 30 September 2013)

| | |
|---|---|
| **Item number** | 7.1 |
| **Report number** | |
| **Wards** | All |

## Links

| | |
|---|---|
| **Coalition pledges** | |
| **Council outcomes** | CO15; 21 |
| **Single Outcome Agreement** | SO4 |

**Alastair D Maclean**

Director of Corporate Governance

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# Executive summary

## Corporate Resilience: Annual Report
## (1 October 2012 to 30 September 2013)

### Summary

This report provides information on corporate resilience activities and initiatives undertaken during the period 1 October 2012 to 30 September 2013.

### Recommendations

1       To note the resilience activities undertaken during the period of this report.

2.      To agree the reporting structure outlined at Appendix 3.

3.      To approve the proposed forward workplan set out at Appendix 4.

### Measures of success

The City of Edinburgh Council continues to be viewed as a progressive Authority in the development of the Scottish and UK resilience agenda.

### Financial impact

There are no significant, new financial implications arising from this report.

### Equalities impact

The development of resilience initiatives contributes to the delivery of the Equality Act 2010 public sector duties, in advancing equality of opportunity and fostering good community relations. In addition, resilience activities contribute towards the preservation of life, a key human rights article.

## Sustainability impact

The report describes the multi agency and internal planning, training and exercise work undertaken across the Council, in liaison with stakeholder organisations, to make Edinburgh more resilient to the effects of serious incidents and major disruptions which impact on social cohesion and community wellbeing.

The activities set out in this report contribute to the city's resilience to climate change by promoting greater awareness and preparedness of impacts caused by severe weather and other adverse incidents and putting in place plans and procedures to reduce or ameliorate the effects.

The initiatives described in this report contribute to making Edinburgh more sustainable by promoting interagency working with partner organisations to minimise or mitigate the effects of serious emergencies on the environment.

## Consultation and engagement

Resilience is a statutory, cross council activity involving internal and external consultation and engagement with a range of partner organisations and stakeholder interests.  There is an emergency preparedness structure in place across the UK.

Within Scotland, from 1 November 2013, three new multi agency, Regional Resilience Partnerships replaced the former 8 Emergency Planning Strategic Co-ordinating Groups.  The City of Edinburgh Council is a partner organisation in the East of Scotland Regional Resilience Partnership and the Chief Executive is the designated Deputy Chair of this Group.

## Background reading / external references

The Civil Contingencies Act 2004;

The Civil Contingencies Act 2004 Contingency Planning (Scotland) Regulations 2005; and

**Preparing Scotland: Scottish Guidance on Preparing for Emergencies.**

# Report

## Corporate Resilience: Annual Report
## (1 October 2012 to 30 September 2013)

### 1.    Background

1.1    This report provides a summary of resilience activities across the City of Edinburgh Council, in liaison with partner and stakeholder organisations, in the period from 1 October 2012 to 30 September 2013.

1.2    The report includes the activities associated with the formation of the Corporate Resilience Unit and the integration of the emergency planning and business continuity functions.

### 2.    Main report

2.1    In the United Kingdom, there is a statutory duty on Category 1 Responders to carry out contingency planning as defined in the Civil Contingencies Act 2004. The term Category 1 Responders includes Local Authorities, the Emergency and Health Services and the Scottish Environment Protection Agency (SEPA). The Act, together with the supporting regulations and guidance, sets out the roles and responsibilities of those involved in emergency preparedness and response at the local level.

2.2    The Emergency and Health Services together with Local Authorities and SEPA are at the core of the response to most incidents. They are subject to the full range of civil preparedness activities including:

2.2.1    assessing the risk of incidents occurring and using these assessments to inform contingency planning;

2.2.2    putting in place emergency response plans;

2.2.3    putting in place business continuity management arrangements;

2.2.4    putting in place advance arrangements to make information available to the public about emergencies and maintaining arrangements to warn, inform and advise the public in the event of an incident;

2.2.5 providing advice and assistance to businesses and voluntary organisations in relation to business continuity management (this duty applies to Local Authorities only);

2.2.6 sharing information with other local responders to enhance coordination; and

2.2.7 co-operating with other local responders to enhance co-ordination and efficiency.

2.3 Organisations designated as Category 2 Responders have a duty to cooperate and share information with Category 1 Responders. These organisations include the Utilities (gas, water, electricity and telecommunications) and Transport authorities (such as Edinburgh Airport Ltd, Network Rail and Forth Ports plc).

**Resilience Planning - National Input**

2.4 Staff from the Council's Resilience Unit and appropriate service representatives contribute on a regular basis to national resilience planning, training and exercise initiatives.

2.5 The Corporate Resilience Manager is a member of the British Standards Institute's BCM/1 Committee whose objective is to develop standards on business continuity management. This goal includes assessing the need for and developing BSI standards and other deliverables within its scope, including BS25999 and ISO 22301, the British and International Standards for business continuity.

2.6 The Corporate Resilience Manager is a member of the Resilience Advisory Board for Scotland (RABS) Critical Infrastructure Group whose remit is to improve the protection and resilience of assets and systems critical to Scotland.

2.7 The Council's business continuity function is a member of the UK Core Cities Group, comprising the UK's eight largest cities, outwith London, which encourages the sharing and promotion of good practice in business continuity management.

**Resilience Planning – Regional Input**

2.8 From the introduction of the Civil Contingencies Act 2004 Contingency Planning (Scotland) Regulations 2005 until November 2013, the integrated emergency planning structure in Scotland was formally constituted through multi-agency, Emergency Planning Strategic Coordinating Groups, each based on the legacy Police Force areas. The City of Edinburgh Council was a partner organisation in the Lothian and Borders Emergency Planning Strategic Coordinating Group (SCG), chaired by the Council's Chief Executive.

2.9    In April 2013, the formation of a single Police Force and a single Fire and Rescue Service for Scotland resulted in a review of Scottish resilience coordination structures.  The review led to the announcement of the replacement of the eight Strategic Coordinating Groups by three Regional Resilience Partnerships (RRPs) covering the East, West and North of Scotland, effective from 1 November 2013.

2.10   The RRPs bring together senior representatives from the emergency and health services, local authorities, SEPA and organisations such as the utilities and transport sectors.  Representatives from the voluntary, commercial and other agencies are invited to attend as required.

2.11   The City of Edinburgh Council is a member of the East of Scotland Regional Resilience Partnership.  The East of Scotland RRP is chaired by the Assistant Chief Constable (East), Police Scotland.  The Council's Chief Executive is the designated Deputy Chair.

2.12   The East of Scotland RRP remit extends across the areas served by the Lothian and Borders, Fife and Central Strategic Coordinating Groups. (The former Central area is now known as Forth Valley).

2.13   Beneath the overarching structure of the East of Scotland RRP, Local Resilience Partnerships (LRPs) have been formed for the Lothian and Borders, Fife and Forth Valley areas. The LRPs will continue to provide a tactical level, co-ordinating structure within their respective areas.

2.14   The East of Scotland RRP is expected to meet three times a year or more often if required.  The agenda of the East of Scotland RRP is coordinated by a Business Coordinating Group which includes the Chairs and Resilience Coordinators of the Lothian and Borders, Fife and Forth Valley LRPs plus the chairs of the following regional capability groups:

2.14.1  Planning and Response

2.14.2  Training and Exercising

2.14.3  Risk

2.14.4  Health

2.14.5  Care for People

2.14.6  Public Communications

2.14.7  Community Resilience

**Resilience Planning - The City of Edinburgh Council**

2.15 The Corporate Resilience Unit was formally set up in January 2013 within the Governance Service of the Legal, Risk and Compliance Division in the Corporate Governance directorate. The establishment includes a dedicated Corporate Resilience Manager, a Council Business Continuity Officer, Council Emergency Planning Officer, Resilience Officer and graduate trainee.

2.16 Resilience Planning in the City of Edinburgh Council is now being managed through three main Groups, each of which addresses a key resilience issue, integrating emergency planning and business continuity. The three Groups are the Council Resilience Group, the Edinburgh Resilience Partnership and the Council Contest Group. Each Group is chaired by the Corporate Resilience Manager. A diagram showing the structure, meeting frequency and proposed reporting lines of each of the three Groups is at Appendix 3.

2.17 The Council Resilience Group drives the Council's Resilience Management Programme. The Group is the focus for the Council's resilience activities, including planning, training and exercise initiatives and facilitates the sharing of information across the Council on business continuity, emergency planning and preparing for major events. The Group includes representatives from all Council Services and key cross-council specialist functions. Designated representatives are responsible for the co-ordination of resilience activities within their respective Services. (This Group replaces the former Council Business Continuity Group which drove Business Continuity Management within the Council.)

2.18 The Edinburgh Resilience Partnership includes representatives from the Emergency and Health Services, together with the Resilience Co-ordinator of the Lothian and Borders Local Resilience Partnership, who are invited to attend meetings with members of the Council Resilience Group on a regular basis (currently 3 times a year). Other agencies can be co-opted as required. (This Group replaces the former Edinburgh Resilience Core Group which provided the focus for emergency planning activities.)

2.19 The Council Contest Group includes representatives from Police Scotland and key Council Service areas. The remit of the Group is to identify, develop, coordinate and monitor the Council's activities for the UK Counter Terrorist (CONTEST) strategy through an agreed programme to address the strategy's Protect, Prevent and Prepare strands. Working with Police Scotland, the Council seeks to raise awareness of the terrorist threat, enhance resilience and the Council's ability to respond to a threat or incident, develop activities in accordance with Terrorism Local Profiles (or equivalent) and to regularly update the Edinburgh Contest group, through the Chair, and contribute to the development of its programme.

2.20    To support the Corporate Resilience Management Programme, the following key outputs have been developed and agreed through the Council Resilience Group:

2.20.1    A Resilience Management System (this replaces the Business Continuity Management System).

2.20.2    Corporate Resilience infrastructure agreed and implemented with a Service Resilience Coordinator replacing the former Emergency Planning representatives and Business Continuity coordinators.

2.20.3    Resilience Deputies replacing Business Continuity Deputies in business critical areas and Resilience Specialists replacing Business Continuity Specialists in cross-council, essential functions (Organisational Development, Communications Services, ICT Solutions, Customer Hub, Corporate Facilities Management).

2.20.4    Resilience remits for the above resilience roles, the Corporate Resilience Unit and Resilience Champions for both planning and incident response have been agreed.

2.20.5    Governance structure agreed for the three Council resilience groups (see paras 2.17 -2.19).

2.20.6    2013 Resilience Exercise Programme.

2.20.7    2013 Resilience Training Programme.

2.20.8    2013 Resilience Workplan including regular, planned maintenance and validation of all Resilience plans and procedures.

2.20.9    Resilience Competencies Framework agreed.

2.20.10    Key Performance Indicators (KPIs) agreed for Corporate Resilience Unit and reported monthly.

2.20.11    Corporate Resilience Risk Register developed and reviewed quarterly.

2.20.12    Council/CONTEST objectives agreed.

**Edinburgh Resilience**

2.21    The Edinburgh Resilience Forum was formed to improve Edinburgh's community resilience through various training initiatives related to business continuity and to help fulfil the Council's legislative duty to provide business continuity management advice and assistance.  The Forum currently has approximately 150 members drawn from a range of sectors, including the

commercial, business and voluntary sectors and tertiary education providers in the City. The Forum's Steering Group, whose members represent Edinburgh's diverse sectors, agree the training and events programme. The Steering Group is chaired by the Council Business Continuity Officer.

2.22 As part of the Edinburgh Resilience Forum and in partnership with Lothian and Borders Police (now part of Police Scotland) and the Edinburgh Chamber of Commerce, the Council organised a fifth, annual Community Resilience Week in March 2013. The Council-led conference and workshops were again over-subscribed and excellent feedback was received from delegates.

**Incident Coordination Facilities**

2.23 The Council's primary incident coordination centre (ICC) is located within the City Chambers. In the event of the ICC being unavailable, for any reason, an agreement exists currently to use part of Chesser House in Gorgie Road as an alternative facility. Alternative incident coordination facilities will be explored as part of the Loss of Premises Plan project. The Council Headquarters at Waverley Court also has an area of accommodation on the Courtyard level that is linked to the building's back up generator that could be used to augment the space available to assist with the co-ordination of a prolonged or serious incident, should the need arise.

2.24 In addition to its primary role as the Council's dedicated Incident Coordination Centre, the ICC is used to facilitate resilience training events and exercises on a regular basis. The facilities are also available to the Council's Public Safety function to assist in the planning and co-ordination of major public events in the City. Additionally, the ICC can be made available to any Council service that might require it for the coordination of a significant event or planned operation such as monitoring major traffic diversions.

**Events Planning**

2.25 The Council's responsibility for the safe delivery of significant, planned events in the City is coordinated by the Council's Public Safety service through a series of Events Planning and Operations Groups with representatives from all key stakeholders. Where it is decided that specific contingency arrangements are required for a particular event, the Resilience function, in liaison with all appropriate organisations, is responsible for preparing a multi-agency Contingency Planning Supplement to augment existing arrangements for dealing with the occurrence of serious incidents during a public event.

2.26 During the period considered by this report, Contingency Planning Arrangements Supplements were prepared for Edinburgh's Hogmanay Street Party 2012/13 and the Edinburgh Festival Fireworks 2013.

**Forward Work Plan**

2.27 The Resilience Unit prepares a forward work programme each year in liaison with Service representatives on the Council Resilience Group. A copy of the outline Work Programme 2013 to 2014 is attached at Appendix 4.

# 3. Recommendations

3.1 To note the resilience activities undertaken during the period of this report.

3.2 To agree the reporting structure outlined at Appendix 3.

3.3 To approve the proposed forward workplan set out at Appendix 4.

## Alastair D Maclean

Director of Corporate Governance

# Links

| Coalition pledges | |
|---|---|
| **Council outcomes** | **CO15 -** The public is protected. |
| | **CO21** - Safe – Residents, visitors and businesses feel that Edinburgh is a safe city. |
| **Single Outcome Agreement** | **SO4** – Edinburgh's Communities are safer and have improved physical and social fabric. |
| **Appendices** | **Appendix 1**: East of Scotland Regional Resilience Partnership |
| | **Appendix 2:** Events, Exercises and Incidents between 1 October 2012 to 30 September 2013. |
| | **Appendix 3:** Council Planning Groups – Diagrammatic Structure and Proposed Reporting Lines |
| | **Appendix 4**: Corporate Resilience – Unit Forward Work Plan 2013 - 2014 |

# Appendix 1 East of Scotland Regional Resilience Partnership

## Member Organisations

Police Scotland (Chair)

The City of Edinburgh Council (Deputy Chair)

Clackmannanshire Council

East Lothian Council

Falkirk Council

Fife Council

Midlothian Council

Scottish Borders Council

Stirling Council

West Lothian Council

NHS Borders

NHS Fife

NHS Forth Valley

NHS Lothian

Scottish Fire and Rescue Service

Scottish Ambulance Service

HM Coastguard

Scottish Environment Protection Agency

Scottish Water (representing all the Utilities)

Military Liaison

British Transport Police

Civil Nuclear Constabulary

Health and Safety Executive

Animal Health and Veterinary Laboratories Agency

Crown Office Procurator Fiscal Service

Edinburgh Airport Limited

Forth Ports plc

Network Rail

NOTE 1: The Scottish Government Resilience Division is invited routinely and other agencies are co-opted as necessary.

**The City of Edinburgh Council Events, Exercises and Incidents**

**1 October 2012 to 30 September 2013**

| Date | Location | Event | Lead Agency | Remarks |
|------|----------|-------|-------------|---------|
| 2 Oct 2012 | Council Incident Coordination Centre | Visit by Delegation from Icelandic National Emergency Co-ordinating Agency | City of Edinburgh Council (Emergency Planning) | |
| 10 Oct 2012 | Easter Road Stadium | Terrorist Incident Response Exercise | Scottish Police Service | Multi-agency exercise to test the response to a terrorist incident. Part of a programme of exercises held under the Home Office sponsored "Mass Point" programme in preparation for Scotland hosting the 2014 Commonwealth Games. |
| 10 Oct 2012 | Various Locations (Participating Council Offices, Scottish Government, HM Coastguard, Forth Ports plc) | Oil Pollution Exercise | Scottish Government Resilience Division | Phase 1 of a major, multi agency, exercise to test the Scottish response to an oil pollution incident originating at Grangemouth and affecting the Firth of Forth. |

| Date | Location | Event | Lead Agency | Remarks |
|---|---|---|---|---|
| 2 Nov 2012 | HM Prison Edinburgh | Major Incident Response Exercise | Scottish Prison Service/Lothian and Borders Police | Multi agency exercise to test the response to an explosion and fire within the Prison estate. |
| 20 Nov 2012 | Inchyra Grange Hotel, Grangemouth | Oil Pollution Exercise | Scottish Government Resilience Division | Phase 2 of a major, multi agency, exercise to test the Scottish response to an oil pollution incident originating at Grangemouth and affecting the Firth of Forth. |
| 22 Nov 2012 | Customer Hub, Chesser House | Power Outage (4 a.m.) required Out-of–Hours staff to re-locate to Waverley Court | City of Edinburgh Council (Business Continuity, Facilities Management) | Council essential activities disrupted and resumed within defined, tolerable outages. |
| 13 Dec 2012 | Council Incident Coordination Centre, City Chambers | Visit by Delegates from Delft Technical University | City of Edinburgh Council (Emergency Planning) | |
| 11 Jan 2013 | Murrayfield Stadium | Exercise to test response to potentially disruptive scenarios during major matches | Scottish Rugby Union/City of Edinburgh Council (Public Safety) | Multi agency, syndicate, table top exercise. |

| 16 Jan 2013 | Lothian Chambers, George IV Bridge | Exercise to test the Dalmeny Installation Off Site Emergency Response Plan | City of Edinburgh Council (Resilience Unit) | Multi agency, syndicate, table top exercise. Statutory requirement. |
|---|---|---|---|---|
| 22 Jan 2013 | Council Incident Coordination Centre, City Chambers | Chief Officer's Resilience Training | City of Edinburgh Council (Resilience Unit) | Workshop for Chief Officers, newly appointed or unable to attend previous event (May 2012). |
| 29 Jan 2013 | Fountainbridge | Significant fire in tenement and temporary evacuation of local residents | Lothian and Borders Police/ Lothian and Borders Fire and Rescue Service | |
| Note 1: From January 2013 the Council's Business Continuity and Emergency Planning functions merged to form the Corporate Resilience Unit. | | | | |
| 31 Jan 2013 | Council Incident Coordination Centre, City Chambers | Training for potential Rest Centre Managers | City of Edinburgh Council (Resilience Unit) | Training arranged for Health and Social Care staff (or equivalent) in Edinburgh and Lothian and Borders area. |

| 16 Jan 2013 | Lothian Chambers, George IV Bridge | Exercise to test the Dalmeny Installation Off Site Emergency Response Plan | City of Edinburgh Council (Resilience Unit) | Multi agency, syndicate, table top exercise. Statutory requirement. |
|---|---|---|---|---|
| 11 Feb 2013 | Taylor Place, Edinburgh | Significant fire in large, disused building in close proximity to local residential accommodation and main rail line. | Lothian and Borders Police/Lothian and Borders Fire and Rescue Service/City of Edinburgh Council | Meadowbank Stadium put on alert as potential Emergency Rest Centre but not required. |
| 26 Feb 2013 | Scottish Police College, Tulliallan | Maritime Terrorist Incident Response Exercise | Scottish Police Service | |
| 26 Feb – 1 Mar 2013 | Standard Life HQ, Lothian Road and City Chambers, High Street | Community Resilience Week | City of Edinburgh Council (Resilience Unit)/Lothian and Borders Police/Edinburgh Chamber of Commerce | Fifth annual Edinburgh Resilience Forum event jointly organised by the Council, Police and Chamber of Commerce aimed at major Edinburgh employers and businesses. |
| 11, 18, 19 and 22 March 2013 | City-wide | Winter Weather | City of Edinburgh Council | Elements of Severe Winter Weather arrangements invoked including 4x4 vehicle priority use agreement. |

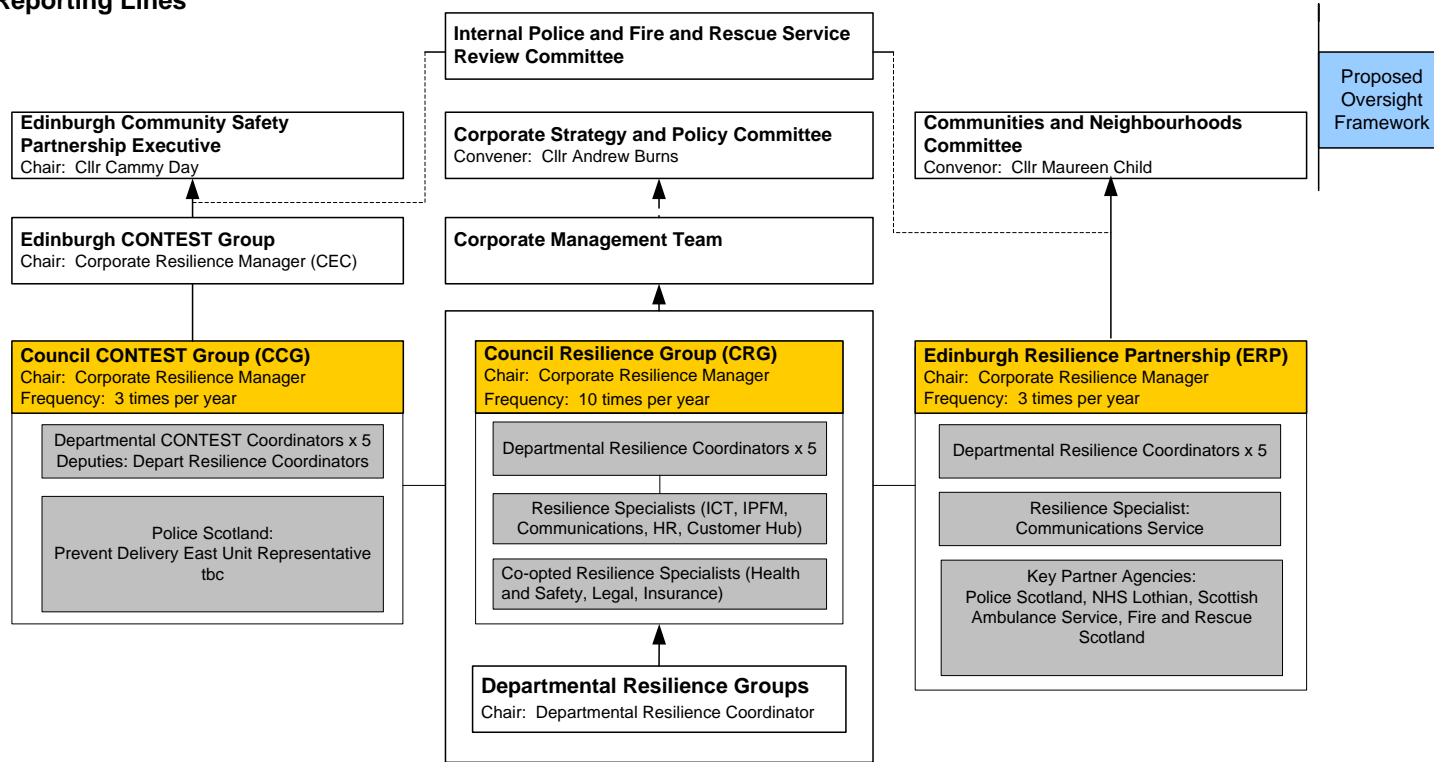| Date | Location | Event | Organisation | Description |
|---|---|---|---|---|
| 14 Mar 2013 | South Queensferry High School | Briefing Workshop for Head Teacher and staff on action required in the event of an off site incident at Dalmeny Installation | City of Edinburgh Council (Children and Families/Resilience Unit) | |
| 26 Mar 2013 | Scottish Police College, Tulliallan | Terrorist Incident Response Exercise | Scottish Police Service | Multi-agency exercise to test the response to a terrorist incident. Part of a programme of exercises held under the Home Office sponsored "Mass Point" programme in preparation for Scotland hosting the 2014 Commonwealth Games. |
| Note 2: From 1 April 2013, Lothian and Borders Police and Lothian and Borders Fire and Rescue Service were subsumed into the Police Service of Scotland (Police Scotland) and the Scottish Fire and Rescue Service respectively. | | | | |
| 9/10 Apr 2013 | City Chambers | M-487 Mandate Crisis Management Workshop on European Standardisation | European Committee for Standardisation/City of Edinburgh Council (Resilience Unit) | European Commission sponsored Crisis Management and Civil Protection Event. Attended by delegates from 27 Member States. Opening address by Chief Executive, the City of Edinburgh Council. |

| Date | Location | Exercise | Lead Agency | Notes |
|---|---|---|---|---|
| 24 Apr 2013 | Edinburgh Royal Infirmary | Exercise to test casualty and fatality process pathways | NHS Lothian/Police Scotland/ City of Edinburgh Council (Resilience Unit) | |
| 8 May 2013 | Stirling University Management Service | Terrorist Incident Response Exercise | Police Scotland | Multi-agency exercise to test the response to a terrorist incident. Part of a programme of exercises held under the Home Office sponsored "Mass Point" programme in preparation for Scotland hosting the 2014 Commonwealth Games. |
| 23 May 2013 | Royal Highland Centre, Ingliston | Tabletop Exercise to test arrangements for Royal Highland Show | City of Edinburgh Council (Public Safety)/Royal Highland and Agricultural Society, Scotland | |
| 6 Jun 2013 | Lothian Chambers, George IV Bridge | Tactical Level Seminar for Council Managers | City of Edinburgh Council (Resilience Unit/Services for Communities – Emergency Planning and Business Continuity) | |

| 18 Jun – 19 Sep 2013 | Council Incident Coordination Centre, City Chambers | Elected Members Resilience Briefing | City of Edinburgh Council (Resilience Unit) | Series of eight "stand-alone" 90 minute Briefing Sessions offered to Elected Members on Resilience issues. |
|---|---|---|---|---|
| 18 Jul 2013 | South Clerk Street | Significant fire in tenement and temporary evacuation of local residents | Police Scotland/Scottish Fire and Rescue Service | |
| 20-22 Jul 2013 | City Chambers | Scheduled Power Down resulted in ICT Systems Disruption | City of Edinburgh Council | |
| 1 Aug 2013 | North Bridge | Chemical Suicide Incident at Scotsman Hotel. Evacuation of guests. Removal of contaminated fatalities to City Mortuary | Police Scotland/ Scottish Fire and Rescue Service/NHS Lothian/Scottish Ambulance Service/City of Edinburgh Council (Environmental and Scientific Services/Bereavement Services) | |

| 5 – 18 Aug 2013 | Chesser House | Major power disruption caused by transformer unit failure. Arrangements invoked for transfer of Out-of–Hours staff and essential services to Waverley Court and other Council properties. | City of Edinburgh Council (Corporate Governance/Children and Families/Health and Social Care/Services for Communities) | Council Incident Management Team convened to co-ordinate initial response. Emergency generator sourced and installed to maintain building operations on temporary basis. Alternative working arrangements and locations reviewed. Multi disciplinary project group established and resolved situation over weekend 17/18 August with installation of new transformer. |
| --- | --- | --- | --- | --- |
| 9 Aug 2013 | Council Headquarters | Resilience Coordinators Workshop | City of Edinburgh Council (Resilience Unit) | |
| 9 Aug 2013 | Castle Street | Significant fire in City Centre restaurant requiring temporary evacuation of customers and local residents | Police Scotland/Scottish Fire and Rescue Service | |

| 10 Sep 2013 | Council Headquarters | Resilience Coordinators Workshop | City of Edinburgh Council (Resilience Unit) | |
|---|---|---|---|---|
| 18 Sep 2013 | Edinburgh Airport | Exercise to test Uninjured Survivor Reception Centre Procedures | Edinburgh Airport Ltd/Police Scotland/City of Edinburgh Council (Health and Social Care) | |

**Appendix 3 - Council Resilience Planning Groups
– Proposed Reporting Lines**

| | | |
|---|---|---|
| | **Internal Police and Fire and Rescue Service Review Committee** | **Proposed Oversight Framework** |
| **Edinburgh Community Safety Partnership Executive** Chair: Cllr Cammy Day | **Corporate Strategy and Policy Committee** Convener: Cllr Andrew Burns | **Communities and Neighbourhoods Committee** Convenor: Cllr Maureen Child |
| **Edinburgh CONTEST Group** Chair: Corporate Resilience Manager (CEC) | **Corporate Management Team** | |

**Council CONTEST Group (CCG)**
Chair: Corporate Resilience Manager
Frequency: 3 times per year

Departmental CONTEST Coordinators x 5
Deputies: Depart Resilience Coordinators

Police Scotland:
Prevent Delivery East Unit Representative
tbc

**Council Resilience Group (CRG)**
Chair: Corporate Resilience Manager
Frequency: 10 times per year

Departmental Resilience Coordinators x 5

Resilience Specialists (ICT, IPFM, Communications, HR, Customer Hub)

Co-opted Resilience Specialists (Health and Safety, Legal, Insurance)

**Departmental Resilience Groups**
Chair: Departmental Resilience Coordinator

**Edinburgh Resilience Partnership (ERP)**
Chair: Corporate Resilience Manager
Frequency: 3 times per year

Departmental Resilience Coordinators x 5

Resilience Specialist:
Communications Service

Key Partner Agencies:
Police Scotland, NHS Lothian, Scottish Ambulance Service, Fire and Rescue Scotland

**Proposed Calendar**

| | | |
|---|---|---|
| January | **January** | January |
| February | **February** | **February** |
| **March** | **March** | March |
| April | **April (including Management Review)** | April |
| May | **May** | May |
| June | **June** | June |
| July | **July** | July |
| **August** | August | August |
| September | **September** | **September** |
| October | **October (including Management Review)** | October |
| **November** | **November** | November |
| December | December | **December** |
| (last Tuesday in the month, 15.30) | (last Tuesday in the month, 14.00) | (last Tuesday in the month, 15.30) |

**Corporate Resilience – Unit Forward Work Plan**

**2013 to 2014**

| Serial | Description | Comments |
|---|---|---|
| 1 | Community Resilience Project Pilot | |
| 2 | Unit Business Continuity Arrangements | |
| 3 | Corporate Pandemic Influenza Plan | Revision/Validation |
| 4 | Council Emergency Plan | Revision/Validation |
| 5 | Council Business Continuity Plan | Revision/Validation |
| 6 | Corporate Severe Weather Plan | |
| 7 | Corporate Loss of Premises Plan | Develop/Validate |
| 8 | Training Needs Analysis | |
| 9 | 2014 Exercise Programme | |
| 10 | ISO Transition Programme | Transit from British Standard 25999 to International Standard 22301 (October 2013) |
| 11 | Counter Terrorism Corporate Arrangements | Develop/Validate/Exercise |

| 12 | Resilience e-learning Module Launch | |
|----|-------------------------------------|---|
| 13 | Counter Terrorism e-learning Module Launch | |
| 14 | Edinburgh Festival Fireworks Contingency Arrangements 2014 | Review/Validate/Exercise |
| 15 | City of Edinburgh Risk Register | |
| 16 | Supply Chain Assurance Project | |
| 17 | Resilience Management Information System (MIS) Implementation | |
| 18 | Community Resilience Week 2014 | |
| 19 | Commonwealth Games 2014 (Diving Competition) Contingency Arrangements | Develop/Validate/Exercise |
| 20 | Service Management Team Workshops | |
| 21 | Edinburgh's Hogmanay Street Party Contingency Arrangements 2014/2015 | Review/Validate/Exercise |

# Corporate Policy and Strategy Committee

**10am, Tuesday 5 November 2013**

# Corporate Governance: senior management structure – revised arrangements

| | |
|---|---|
| **Item number** | 7.2 |
| **Report number** | |
| **Wards** | |

## Links

| | |
|---|---|
| **Coalition pledges** | |
| **Council outcomes** | CO25 |
| **Single Outcome Agreement** | |

**Alastair D Maclean**

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# Executive summary

## Corporate Governance: senior management structure – revised arrangements

### Summary

As agreed at Corporate Policy and Strategy Committee on 16 April 2013, a further review of the Corporate Governance Senior Management structure has been undertaken and revised reporting arrangements are proposed from 1 December 2013.

### Recommendations

1. Approve the revised structure and reporting arrangements in appendix 1 effective from 1 December 2013; and

2. Delegate authority to the Director of Corporate Governance to implement these revised arrangements and thereafter, any remaining organisational changes, in line with relevant Council Procedures.

### Measures of success

Further simplification of the reporting structures will deliver efficient effective front line services and contribute to strengthening Corporate Governance.

### Financial impact

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

### Equalities impact

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

### Sustainability impact

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

## Consultation and engagement

Consultation on the revised arrangements has been undertaken with all key stakeholders and staff.

## Background reading / external references

Item 7.4 Corporate Governance senior management structure – revised arrangements: Corporate Policy and Strategy Committee 16 April 2013

# Report

## Corporate Governance: senior management structure – revised arrangements

### 1.    Background

1.1    Revised arrangements for the Corporate Governance senior management structure were approved by the Corporate Policy and Strategy Committee on 16 April 2013 following the resignation of the Head of Policy and Public Affairs.

1.2    Committee also noted the intention to review these revised arrangements following a period of 6 months.

### 2.    Main report

2.1    The Corporate Governance structure has been reviewed to further simplify the reporting arrangements to deliver service benefits and synergies within the Corporate Governance groupings.

2.2    An organisational chart showing the revised arrangements is provided at appendix 1.

2.3    The proposed changes are as follows:

- Corporate and Transactional Services renamed Customer Services
- Lord Provosts Office and Members Services aligns to Organisational Development;
- Business Intelligence aligns from  Organisational Development  to Customer  Services; and
- Debt Recovery aligns from previous Corporate and Transactional Services to Finance.

2.4    These changes have been designed to deliver streamlined and efficient support services for internal and external customers with a focus on risk, governance, financial and people management and effective delivery of key front line services.

## 3. Recommendations

3.1 Approve the revised structure and reporting arrangements set out in appendix 1 effective from 1 December 2013; and

3.2 Delegate authority to the Director of Corporate Governance to implement these revised arrangements and thereafter, any remaining organisational changes, in line with relevant Council Procedures.

**Alastair D Maclean**

Director of Corporate Governance

## Links

| | |
|---|---|
| **Coalition pledges** | |
| **Council outcomes** | CO25 – the Council has efficient, effective services that deliver on outcomes |
| **Single Outcome Agreement** | |
| **Appendices** | Appendix one:  Corporate Governance structure chart |

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# Corporate Policy and Strategy Committee

**10.00am, Tuesday 5 November 2013**

# Discretionary Housing Payments (DHP) Policy

| | |
|---|---|
| **Item number** | |
| **Report number** | |
| **Wards** | All |

## Links

| | |
|---|---|
| **Coalition pledges** | |
| **Council outcomes** | |
| **Single Outcome Agreement** | SO2 |

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·EDINBVRGH·
THE CITY OF EDINBURGH COUNCIL

## Discretionary Housing Payments (DHP) Policy

### Summary

The Council has discretion under Section 2(1) of the Discretionary Financial Assistance Regulations 2001 to provide financial assistance (discretionary housing payment) to persons who require financial assistance (in addition to benefit to which they are entitled) in order to meet housing costs.

Housing costs are not defined in the regulations but can be interpreted as a claimant's eligible rent and council tax liability.

The Welfare Reform Act 2012 has introduced a range of reforms including a benefit cap, a reduction in housing benefit for under-occupation in social housing and Universal Credit, which will impact on the Discretionary Housing Payment scheme.

A DHP policy was approved by Council in May 2013 in response to the Welfare Reform Act 2012. A revised DHP policy has been drafted in response to the additional funding provided by the Scottish Government and this is attached at Appendix 1.

The key aims of the DHP policy are to prevent hardship and to protect families and vulnerable people by sustaining tenancies and to prevent homelessness.

### Recommendations

It is recommended that the Corporate Policy and Strategy Committee:

1.     Approve the revised DHP policy attached at Appendix 1.

2.     Note the response to questions raised by the Lothian Foundation at this committee on 1 October 2013 attached at Appendix 2.

### Measures of success

The success of the DHP policy will be measured through:

- customer satisfaction with awareness of availability, advice and advocacy services provided by the DHP team through application of the DHP policy. This includes increased benefit take up and minimised losses by ensuring people get their full entitlement to Housing Benefit.

### Financial impact

The increasing numbers of people experiencing hardship has led to a significant increase in demand for DHP. There is a risk that the DHP budget is insufficient to fully meet the demand welfare reform creates, however, the material increase in funds following the Scottish Governments recent contribution, means that assistance through DHP will now be more readily available to meet significantly more of that demand. There will be a requirement to considerably increase administration resources to

ensure that the new funds are appropriately and fairly distributed, including a retrospective review of claims that were rejected under the previous DHP policy.

## Equalities impact

The UK Government has prepared Equalities and Human Rights assessments for the welfare reform proposals. The Council will undertake an EHIRA 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

Due to the restricted timescales within which the increased budget allocation must be actioned limited consultation and engagement has taken place.

## Background reading / external references

Welfare Reform – further update – Corporate Policy and Strategy Committee, 1 October 2013

# Report

# Discretionary Housing Payments (DHP) Policy

## 1. Background

1.1 The report entitled "Welfare Reform – further update" presented to the Corporate Policy and Strategy Committee on 1 October 2013 stated that a revised DHP policy would be drafted in light of the additional DHP funding being provided by the Scottish Government.

1.2 The Corporate Policy and Strategy Committee on 1 October requested that the response to specific questions raised by the deputation from Lothian Federation be included in this report.

## 2. Main report

2.1 The Department for Work and Pensions (DWP) increased its UK DHP baseline funding of £20m by £40m in 2012-13 to cover welfare reforms in the private rented sector. For 2013-14 the DWP has increased funding by a further £30m to cover under-occupation in social housing and a further £65m for the benefit cap. The funding is aimed specifically at two groups:

- where the property has been significantly adapted for disabled people within the household; and

- kinship carers, whose Housing benefit is reduced because of a bedroom being used by, or kept free for, kinship children.

2.2 The Council's DHP allocation from the DWP for 2013/14 is £1,430,709. In the draft Budget announcement the Scottish Government has stated it is making £20m addition funding available to Local Authorities to supplement DHP budgets for the financial year 2013/14. As stated in earlier reports, the maximum additional funding to DHP fund by Local Authorities is 1.5 times the funding provided by DWP. COSLA's Settlement & Distribution Group have proposed a distribution of these funds that is likely to take all Local Authorities to their maximum permissible limit for DHP funds. Demand on this fund will be closely monitored to ensure the most vulnerable customers can be supported throughout the remainder of the year. Future updates to Committee on welfare reform will report on the demand for and allocation of DHP funds.

2.3 As at 31 August 2013 there have been a total of 2307 DHP claims considered, 1446 ongoing awards, 45 one off payments and 816 refusals (65% claims approved). Over 90% of awards are related to under occupancy and 95% of refusals are due to the applicant having sufficient income to meet the shortfall in their rent.

2.4 A number of changes are proposed to the existing DHP policy to reflect the additional funding provided by the Scottish Government. All previous awards and refusals will be reviewed and aligned to the revised policy. The key action to be addressed by the Council and registered social landlords is contacting tenants who are in arrears due to under occupancy and encouraging them to complete an application for DHP. Currently 2,600 Council tenants are in arrears with a value of £1.2m due to under occupancy.

2.5 The overarching objective of the DHP policy is that each application is considered on its own merit and it is ensured that the principles of fairness, reasonableness and consistency are adhered to in all cases.

## 3. Recommendations

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

3.1.1 approve the revised DHP policy attached at Appendix 1; and

3.1.2 note the response to questions raised by the Lothian Foundation at this committee on 1 October 2013 attached at Appendix 2.

**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 |
| **Appendices** | **Appendix 1** – Discretionary Housing Payment Policy |
| | **Appendix 2** – Response to questions raised by Lothian Foundation at Corporate Policy and Strategy Committee meeting on 1 October 2013 |

## City of Edinburgh Council                              Appendix 1
## Discretionary Housing Payment Policy

### 1.0 – Introduction

Discretionary Housing Payments (DHP) were introduced as a result of the Discretionary Financial Assistance Regulations 2001. DHPs are not payments of benefit but payments to be made at the discretion of the City of Edinburgh Council (the Council) for those that are having difficulty in meeting their housing costs. However DHPs cannot meet expenditure which is not eligible for benefit.

The amount of funding available for DHPs is strictly limited by legislation and the Council has to manage applications within the maximum budget set out each financial year. The Council cannot exceed the maximum budget.

All applications will be considered on a case by case basis and awards will be made at the discretion of the Council. This policy document provides a framework for outlining circumstances under which DHPs may be awarded. The examples given are not exhaustive and other circumstances will be considered.

### 2.0 – Policy Aims and Objectives

To distribute equitably the DHP funding to benefit claimants that meet the qualifying criteria, and to promote the following Council objectives:

- Prevention of homelessness;
- Alleviating poverty;
- Sustaining tenancies and safeguarding residents in their homes;
- Preventing hardship;
- Supporting vulnerable young people in the transition to adult life;
- Supporting young people to achieve good educational outcomes;
- Encouraging residents to seek and sustain employment;
- Keeping families together;
- Supporting domestic abuse victims who are trying to move to a place of safety;
- Supporting the work of foster and kinship carers; and
- Support disabled people remain in adapted properties

The City of Edinburgh Council will ensure that as far as possible all customers are made aware of the availability of DHP and that all agencies supporting customers are made aware of the funding available and how it can be utilised to support their client group.

The DHP policy will be published on the Councils website.

### 3.0 – Eligibility

In order to be considered for a DHP the claimant must:

3.1 - Be in receipt of Housing Benefit or Universal Credit (with Housing Element) and have a rental liability; and

3.2 - Have a shortfall between the amount of benefit being received and the amount of rent that is due to be paid; and

3.3 - Be having difficulty in meeting the shortfall in their rental liability; or

3.4 - Be having difficulty in meeting rent deposit or rent in advance.

### 4.0 – When DHP will be Paid:

DHP awards will be made to eligible claimants in the following circumstances:

4.1 - Where the property has been significantly adapted for a disabled person or people within the household;

4.2 - Where kinship carers, Housing Benefit is reduced because of a bedroom being used by, or kept free for, a kinship child or children;

4.3 - Where a child will have a significant birthday within one year from 01 April 2013 which would entitle the household to an extra bedroom;

4.4 - Where a claimant or their partner is within one year of pensionable age from 01 April 2013;

4.5 - Where a member of the household requires an overnight carer;

4.6 - Where the claimant or their partner is pregnant and the birth of the child will increase the household's bedroom entitlement;

4.7 - Where a member of the household is chronically sick or severely disabled and requires an additional bedroom; **

4.8 - Where a parent does not have full time custody of children but has regular overnight access visits. Regular access will be considered to be 1 night per week; ++

4.9 - Where a household in mainstream accommodation is affected by the benefit cap and is actively engaging with the Department of Works and Pensions (DWP) regarding employability. ** ++

### 5.0 – When DHP may be Paid:

The following examples outline circumstances where DHP applications will be considered but not guaranteed. The list is not exhaustive and all applications will be considered on a case by case basis:

5.1 - Where a claimant is chronically sick or disabled;

5.2 - Where a claimant is experiencing exceptional hardship;

5.3 - To cover the reasonable costs of renting a particular type of accommodation to suit a particular need;

5.4 - Where a member of the household moves out of the property and this reduces the household's bedroom entitlement;

5.5 - Where a household in temporary accommodation is affected by the benefits cap; **

5.6 - To facilitate a move to a different area where support is available from family

members or friends and it is clear the support is essential to the household;

5.7 - To cover the rent shortfall of accommodation which is either too big or too expensive, where the tenancy started at a time when the claimant could easily afford the rent without help from Housing Benefit;

5.8 - To facilitate a move to a smaller or more affordable home that would allow the household to cover their housing costs.


## 6.0 – When DHP will not be Paid

DHP will not be paid to a claimant under the following circumstances:

6.1 - Where a tenancy was not affordable when taken on (except in exceptional circumstances where no other reasonable alternative was available);

6.2 - Where benefit fraud has been committed;

6.3 - To reduce water and wastewater charges;

6.4 - Where a benefit is in payment is subject to a reduction direction, sanction or suspension;

6.5 - To cover a reduction in Housing Benefit resulting from a Housing Benefit overpayment which is being recovered from ongoing entitlement;

6.6 - To cover service charges which are ineligible for Housing Benefit;

6.7 - Where an increase in rent has been made by the landlord to cover rent arrears;

6.8 - Where non dependant deductions that are not being paid by the non dependant (except in exceptional circumstances);

6.9 - DHPs will not be awarded simply because a claimant is in debt. However a view will be taken on the type, reason and level of debt and the actions that the claimant has taken to repay the amounts outstanding. Claimants will be expected to take a reasonable attitude towards debt and only borrow what they can reasonably repay. Claimants must be seen to be making regular payments before help from the DHP fund would be considered appropriate and should take Money Advice;

6.10 -Where the tenant is entitled to another benefit that they are not already claiming.


## 7.0 – Level and Period of Award

7.1 - The level and period of award will be based on the individual circumstances of the applicant;

7.2 - In the case of a shortfall the amount of DHP will not exceed the weekly eligible rent;

7.3 - In the case of lump sum payments, no period will apply but due regard will be given to the DHP funding available, for example a rent deposit;

7.4 - Payment may be made to the applicant, agent, appointee, and landlord or directly into the rent account;

7.5 - Payments of DHP will cease after 3 months if the claimant is affected by the benefit cap and has not engaged with the DWP regarding employability; **

7.6 - Payment of DHP will stop if an applicant fails to disclose a material fact or obtained the funds under false pretences or the payment was made in error;

7.7  Claimants are required to notify the Benefits Service of any change in their circumstances The level and period of award of DHP will be reviewed if there is a change in the circumstances of the claimant and payments will be reduced or stopped if no longer required.

## 8.0 – Assessment of DHP **

The Council will consider a wide variety of circumstances when deciding if DHP will be paid. The Council will assess a claimants income and expenditure against the key aims of the policy, which are, preventing hardship and protecting families and vulnerable people by sustaining tenancies to prevent homelessness.

8.1 - The Benefits Service will consider increasing the claimants declared expenditure, when appropriate, prior to assessing the claim;

8.2 - The City of Edinburgh Council reserves the right to advise the claimant to reduce expenditure if it is unreasonably high. It may also be reasonable to expect the claimant to reduce expenditure on non-essential items, such as mobile phones, cable/satellite television, cigarettes, alcohol and entertainment. However the personal circumstances of the claimant will be considered when determining if this expenditure is non-essential.

## 9.0 - Backdating an Award

9.1 - Each backdated claim will be reviewed on its own merits and the claimant should explain the reason for the delay in making the DHP claim;

9.2 - DHP can only be considered for a period when the claimant was in receipt of Housing Benefit or Universal Credit.

## 10.0 – Recovery of Overpaid DHP

10.1 - The City of Edinburgh Council will recover all overpaid DHP unless the award was due to Local Authority error.

## 11.0 - How to Apply for DHP

11.1 - Requests must be made on an application form. The form can be obtained online at www.edinburgh.gov.uk , by telephoning 0131 469 5000 or collected at  the local office situated at 249 High Street, Edinburgh, EH1 1YJ;

11.2 - No application is required for any claimant that falls under Section 4 (When DHP will be Paid).

## 12.0 – The Right of Review

12.1 - There is no statutory right of appeal against a DHP decision. The applicant (or their appointee or agent) who disagrees with a DHP decision may request a review of that decision from the Benefits Service;

12.2 - A request for a review must be made in writing within one calendar month of the written decision about the DHP being issued to the benefit claimant;

12.3 - An officer from the Benefits Service who was not involved in the original decision will consider the request for the review;

12.4 - The reviewing officer will notify the customer of their decision in writing;

12.5 - If on receipt of the decision the claimant continues to feel aggrieved, then they can make a complaint under the Councils Corporate Complaints Procedure;

12.6 - A claimant may also have recourse to a judicial review.

## 13.0 – Monitoring Arrangements

The Benefits Assessor when making a decision to award DHP will record the following information about the award:

13.1 - Has the claimant been affected by one of the key welfare reforms, namely: the benefit cap, social sector size criteria, Local Housing Allowance reforms or a combination of the reforms;

13.2 - The total amount paid to the claimant;

13.3 - The intended outcome of the award, for example, to help with short term rental costs until the claimant secures alternative accommodation or to help with ongoing rental costs for a disabled person in adapted accommodation;

13.4 - A monthly report detailing the level of DHP applications received, the decisions made and the level of DHP committed for the financial year will be forwarded to the Benefits Manager for monitoring purposes, and to ensure that the statutory limit is not exceeded;

13.5 - The level of spend will form part of the Councils monthly budget monitoring of Housing Benefit and will also be included in the bi monthly report on Welfare Reform to the Corporate Policy and Strategy Committee.

## 14.0 – Policy Review

14.1 - The City of Edinburgh Councils DHP policy will be reviewed annually or sooner if appropriate by the Benefits Manager and the Councils Corporate Policy and Strategy Committee will be asked to approve any material changes.

*DHP Policy Changes*

\*\* *indicates a new category*

++ *indicates has been moved from another category*

## **Examples of how DHP can be used**

1) Mr and Mrs Smith rent a three bedroom property for £340.00 per week. They have two children and receive the following benefits:
Jobseekers Allowance - £111.45
Child Tax Credit - £88.07
Child benefit - £33.70
Housing Benefit - £340.00
Total welfare benefits - £573.22

The benefit cap for Mr and Mrs Smith is £500.00 per week. Therefore, their award of Housing Benefit is reduced to £266.78 per week (reduction of £73.22).
Mr Smith has been unemployed for one year and has had difficulties finding employment in his usual vocation. He is currently attending his local Work Programme provider for support to find work.

In addition, Mr and Mrs Smith's oldest child is 15 years old and in the process of completing her GCSE's at school. Mr and Mrs Smith have found a cheaper property that would take them below the benefit cap in another area but it would mean their oldest child would have to move schools. They believe this would have a negative impact on their child's education.

DHP of up to £73.22 could be awarded until Mr or Mrs Smith move into work or their eldest child completes her GCSE's.

2) Mr and Mrs Collins have recently become kinship carers for their three grandchildren after the children's parents were no longer able to take care of them. The local authority has re-housed the family from their one bedroom flat to a three bedroom property
This change in circumstances has caused an increase in the amount of benefits that the household receives meaning that the benefit cap will now be applied to the household.
Mr and Mrs Collins don't believe it would be appropriate to move into employment straight away as the children need time to adapt to their new circumstances.

DHP could be paid until Mr and Mrs Collins are able to move into employment or adapt their circumstances so that the benefit cap no longer applies.

3) Mr and Mrs Thom rent a four bedroom house from a registered housing provider. They have two children, a girl aged seven and a boy aged five. They receive Housing Benefit to cover the full rent of £90 per week.
Under the new size limit rules, they are considered to be under-occupying the house by two bedrooms as the children are both under ten years old and would be expected to share a bedroom. As they are under-occupying by two bedrooms a 25% reduction of £22.50 would be applied to the eligible rent meaning they would now receive Housing Benefit of £67.50 per week.

Mrs Thom is in a wheelchair and significant adaptations have been made to the house to make it more accessible. If the family moved to a smaller property, it would need to

be adapted at considerable expense. DHP of £22.50 per week would therefore be awarded to enable the family to remain in their current adapted house.

**Response to Questions Raised by Lothian Federation at Corporate Policy and Strategy Committee Meeting, 1 October 2013**

CEC should increase the discretionary housing fund by the maximum allowed (ie by 2.5 times) and do all it can to claim extra funding available from the Scottish and UK governments

Additional funding from the Scottish Government has been announced, distribution arrangements are being finalised at present but it is likely that this will mean the City of Edinburgh Councils DHP budget will be increased by c. 150%, the maximum allowed by legislation. The increase should result in a total DHP budget in the region of £3.3million

The council's living wage policy should form the basis of decisions on whether or not people claiming DHP have sufficient to live on.

If the Councils living wage policy was applied when calculating entitlement to a DHP then it is estimated that nearly all applicants would receive a DHP payment and the fund would not be sufficient to meet this. We have a duty to manage the available budget and ensure it is prioritized to help those most in need

DHPs are not payments of benefit but payments to be made at the discretion of the Council for those that are having difficulty in meeting their housing costs.

All applications will be considered on a case by case basis and awards will be made at the discretion of the Council. The DHP policy document provides a framework for outlining circumstances under which awards may be made but the examples given are not exhaustive and other circumstances will be considered.

It is the duty of the Council to distribute equitably the DHP funding to **all** benefit claimants that meet the qualifying criteria, offering short term relief to hardship to provide an opportunity to make changes to individual circumstances so they can afford to pay the shortfall between their benefit and rent eg move to more affordable accommodation or accommodation of an appropriate size for their household, reduce debts and outgoings or until there is a change in circumstances which increases individual Housing Benefit awards.

Remove / do not ask questions about specific expenditure on alcohol, cigarettes and subscription TV

All expenditure is required to be taken into account when making an assessment for DHP and the dedicated team take a reasonable approach when dealing with the above expenses. We have a need to manage the fund to help those most in need and also ensure sensible use of public funds.

Do not count DLA or PIP as income when calculating entitlement to DHP

Any additional expenditure incurred by a household due to being in receipt of DLA/PIP would be offset by the payment of this income. If we did not count DLA, we would also need to disallow any disability related expenditure, we believe it is fairer and simpler to count disability related income and expenditure in total.

All state benefits, earned income and any other financial contributions received by the household are taken into consideration as income in the assessment of DHP awards.

A copy of the claim form for DHP should be sent automatically to every tenant, whether Council or Housing Association, who is affected by the tax, along with information on independent bodies who can give assistance to fill it in.

Above will be considered as part of the implementation of the revised policy following the additional funding from the Scottish Government. It should be noted that Revenues & Benefits did contact all social housing tenants affected by Under Occupation immediately prior to its introduction and that landlords have made significant efforts to engage with tenants since then, including raising awareness of DHP and assisting with claims.

Increase the number of staff in the DHP team and provide good training, so that applications can be dealt with in a maximum of two weeks

DHP team is being significantly increased to deal with the anticipated increase in claims assessment, they will receive training in the awarding of DHPs. The number of applications received fluctuates throughout the year therefore we are unable to commit to a maximum of 2 weeks but will strive to deal with claims as quickly as we can.

If DHP is awarded, then unless there are particular circumstances it should be awarded for one year.

The DHP policy allows for certain categories to be payable for 1 year automatically and for those that this does not apply to, the normal award is 6 months (though there are some cases where circumstances dictate that a shorter period is applicable). DHP is to be used as a short term solution for tenants in order that they have an opportunity to change their circumstances if they are able to. At the end of the period of their award tenants can reapply and may be entitled to a further award.

All tenants hit by the bedroom tax should be assessed individually to check if they are entitled to an exemption.

All tenants affected by under occupancy were issued with a letter advising them of who to contact if they thought they were entitled to an additional bedroom due to their circumstances. On receipt of their application the claims were assessed on an individual basis.

If a tenant has a need for an overnight carer to stay once per week or more, averaged out over a year, then they should be automatically exempt.

Tenants who require an overnight carer and have 1 additional bedroom are exempt from the under occupancy rules and the DHP policy allows for an automatic award to those tenants who are under occupying by 2 rooms.

All receiving highest rate care DLA (or PIP equivalent) should automatically be granted an exemption

No exemption exists that allows those on highest rate care DLA (or PIP equivalent) to automatically be excluded from the under occupancy rules.

Staff who phone about rent arrears should be trained and instructed not to threaten tenants with eviction, but rather to encourage them to apply for DHP and getting advice on income maximisation/ a benefits check, including whether they may be eligible for an exemption.

All rent teams will advise tenants that they will remain responsible for payment of rent and arrears, which includes any arrears due to a reduction in housing benefit. To avoid tenants falling into debt with increased rent arrears additional steps are being taken to give advice and assistance with the following;

- Any grounds for under occupation exemption or entitlement to an additional bedroom checked by staff
- Housing options referrals made and advice provided to help tenants make a choice on the most suitable housing option for their household including: moving to a smaller home, mutual exchanges and consideration of a move to the private rented sector or changing who lives in their household
- Allowing a move to a smaller home if arrears exist. This would be subject to entering into an agreement to repay the arrears outstanding
- Budgeting advice and managing money referrals
- Income maximisation referrals
- Review existing arrears repayment arrangements and accept lower arrangements to repay existing arrears
- Tenants unable to afford new reduction in HB should be treated as exceptional financial hardship and tenant assisted to make a claim for Discretionary Housing Payment (DHP).

The Council should make sure through training that council officers implement the spirit and the letter of a policy which recognises the bedroom tax is unfair and aims to support and protect tenants against its effects. This affects the process of awarding DHP, deciding on exemptions and in dealing with rent arrears.

All housing staff will assist tenants look at other options which may improve the tenants ability to pay their rent, as outlined above. The benefit officers dealing with DHP claims do so by following the agreed DHP Policy and the procedures that are in place that ensure all claims are treated in a consistent manner.

# Corporate Policy and Strategy Committee

**10am, Tuesday, 5 November 2013**

# ICT and Digital strategy

| | |
|---|---|
| **Item number** | 7.4 |
| **Report number** | |
| **Wards** | All |

## Links

| | |
|---|---|
| **Coalition pledges** | P15, P28 and P33 |
| **Council outcomes** | CO23, CO24, CO25, CO26 and CO27 |
| **Single Outcome Agreement** | SO1, SO2, SO3 and SO4. |

**Alastair Maclean**

Director of Corporate Governance

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# Executive summary

## ICT and Digital strategy

### Summary

- An outcome driven rather than a technology driven Information and Communication Technology and Digital (ICT&D) strategy has been developed for the City of Edinburgh Council.

- An effective ICT&D strategy is necessary to ensure that we have the correct technology in place to enable Edinburgh to be a city empowered by its use of ICT and Digital services.

### Recommendations

It is recommended that Corporate Policy and Strategy Committee:

- approve the ICT and Digital strategy;

- note the Wave 1 plans;

- note the proposed launch events; and

- approve on-going engagement to ensure the strategy remains informed by the views of stakeholders (e.g. citizens and businesses) and is based on accurate data.

### Measures of success

- Measures of success will be improvements in customer satisfaction for ICT service provision and with wider Council service offerings enabled through the use of ICT and Digital.

### Financial impact

- There are no financial impacts arising from this report.

### Equalities impact

- The implementation of the strategy will assist the Council to deliver key equalities and rights outcomes and meet the public sector equality duties to advance equality of opportunity and foster good relations through the provision of more inclusive services.

### Sustainability impact

- The strategy will encourage the reuse of technology when possible and promote the use of technology in ways that reduce the carbon footprint of the Council supporting its Sustainability strategy.

## Consultation and engagement

- A key element of the development of the ICT strategy is engagement and this will continue with stakeholders to ensure that ICT and Digital services meet their needs.

## Background reading / external references

- ICT Strategy Development, Corporate Policy and Strategy Committee, 4 December 2012

- ICT Update, The City of Edinburgh Council, 13 December 2012

- ICT & Digital Transformation Programme Update, Finance and Budget Committee, 19 September 2013

- Relevant external references include:

    - McClelland Review of ICT Infrastructure in the Public Sector in Scotland;

    - The Local Government ICT Strategy for Scotland;

    - National ICT Strategy: Scotland's Digital Future – Delivery of Public Services; and

    - Christie Commission – Commission on the Future Delivery of Public Services.

# Report

# ICT and Digital strategy

## 1. Background

1.1 It is important that ICT and Digital (ICT&D) solutions are used to improve service delivery and enable the City of Edinburgh Council to meet the needs of its stakeholders.

1.2 The ICT&D strategy has been developed to define how ICT and Digital will support the Capital Coalition Commitments, the Council's strategic needs and enable transformational change.

1.3 In addition, the strategy addresses the requirements identified by the Chief Internal Auditor in the 2012/13 year end report, approved by Governance, Risk and Best Value Committee on 29 September 2013, to improve the management of the Council's current strategic and changing information needs. This requirement was reaffirmed in Audit Scotland's review of ICT in May 2012.

## 2. Main report

2.1 The ICT&D strategy (Appendix 1) has been developed as a guide for how the City of Edinburgh Council will design its ICT&D services to deliver positive outcomes for its stakeholders. It defines the Council's vision, key principles and overall direction of travel for ICT&D services.

**Outcome focused**

2.2 To enable the Council to be more agile in its ability to deliver customer focused solutions, the strategy is business-driven and action-orientated. Separate implementation 'wave' plans will be developed to reflect the changing needs of stakeholders whilst ensuring consistency in the delivery of the strategy.

2.3 The first implementation plan for 'wave 1' is included in Appendix 2. The 'wave 1' plan is fully aligned with the strategy and reflects the current ICT&D Transformation programme, providing the focus for 2013/14.

**Communication and Promotion**

2.4 Subject to approval by the Corporate Policy and Strategy Committee, it is intended that there will be a programme of events to launch the strategy. The intended audience will be stakeholders of the strategy and representatives from the IT industry. In addition, it is intended to develop a web version of the strategy.

## 3. Recommendations

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

3.1.1  approve the ICT&D strategy;

3.1.2  note the Wave 1 plans;

3.1.3  note the proposed launch events; and

3.1.4  approve on-going engagement to ensure the strategy remains informed by the views of stakeholders (e.g. citizens and businesses) and is based on accurate data.

## Alastair Maclean

Director of Corporate Governance

## Links

| | |
|---|---|
| **Coalition pledges** | P15 - Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors<br>P28 - Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the city<br>P33 - Strengthen Neighbourhood Partnerships and further involve local people in decisions on how Council resources are used |
| **Council outcomes** | CO23 - Well engaged and well informed – Communities and individuals are empowered and supported to improve local outcomes and foster a sense of community |
| | CO24 - The Council communicate effectively internally and externally and has an excellent reputation for customer care |
| | 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 |
| | 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 |
| | SO2 - Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health |
| | SO3 - Edinburgh's children and young people enjoy their childhood and fulfil their potential |
| | SO4 - Edinburgh's communities are safer and have improved physical and social fabric |
| **Appendices** | Appendix 1 – ICT&D strategy |
| | Appendix 2 – Implementation Plan |

# Empowering Edinburgh

## Our ICT and Digital Strategy

·EDINBVRGH·
YOUR COUNCIL – YOUR FUTURE

# Empowering Edinburgh – Our ICT and Digital Strategy

## Purpose of this document

The new Information and Communication Technology (ICT) and Digital strategy has been developed as a guide for how the City of Edinburgh Council designs its ICT and Digital (ICT&D) services and structures to deliver positive outcomes for it's customers.

The principles within this strategy provide a framework for how ICT services will be designed, sourced and delivered and how Digital can support ways of working and ways of doing things where the customer experiences real benefits.

For the full picture of how ICT&D services are being deployed across Edinburgh please read this document in conjunction with the current version of The City of Edinburgh Council's ICT and Digital Strategy Implementation Plan.

This document covers the following elements:
• Developing the approach
• Vision
• Strategy
• Principles
• Reference architecture
• Business functions
• Sourcing strategy
• Capabilities
• Governance
• Quality and standards
• Continuous improvement and innovation
• Adding value to our customers.

## Introduction

Information, Communication Technologies and Digital (ICT&D) services are a key enabler for supporting the City of Edinburgh Council's contribution towards Edinburgh being a thriving, successful and sustainable capital city in which all forms of deprivation and inequality are reduced. ICT&D will also support the development of a more co-operative and prosperous Edinburgh that benefits every individual and community.

The rate of change in ICT&D technology is rapid and growth in the uptake of technologies such as mobile devices, social media, high-speed broadband and open data present huge opportunities for the Council. In order to keep up with advances in technology and meet the increasing expectation of customers of our services it is imperative that the Council has a clear and progressive approach to continuously improving ICT&D services at pace.

This document outlines the approach that the City of Edinburgh Council will take to the deployment and development of ICT&D technologies in the delivery of its services in order to deliver outcomes that matter to its customers. It defines our vision, key principles and overall direction of travel for ICT and Digital services.

## Developing the Approach

In seeking to define how best to develop a new approach to ICT and Digital services, it was identified that the focus should not be on technology, but on customer and business drivers.

This document has been developed by engaging our customers and allowing their feedback to set our direction of travel. This is the start of our journey and regular pro-active engagement with our customers will continue to be inherent in everything we do to ensure our priorities are driven by their needs. On top of this we will work with customers to co-design our services, ensuring that the user experience is tuned to their needs.

In addition to customers needs, our ICT&D services will be business driven and our approach has been developed to align, support and enable the realisation of the objectives of the Scottish Government and those specific to the Council; such as, our Capital Coalition Commitments, the Council's Strategic Objectives and the Green Digital Charter.

This new approach seeks to place ICT and Digital services in line with the broader aspirations of the Council. It will ensure ICT and Digital services become an enabler and act as a launch pad for transformation across the Council, by improving outcomes for customers and adding value to their contact with the Council.

## Our Vision

Our ICT and Digital vision is for an:

### Empowered Edinburgh, where Edinburgh is a city empowered through its use of ICT and Digital Services.

The vision is based around our key customers groups along with the Council's Strategic Outcomes and Capital Coalition Commitments, to ensure that the strategy is customer and business driven.

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

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

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

"Edinburgh is a successful and sustainable capital city."

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

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

# Empowered Edinburgh

**Empowered Visitors**
"A city where technology is used to make my visit easier and more enjoyable."

**Empowered Learners**
"Our schools use technology well, really improving teaching."

**Empowered Partners**
"Technology makes a real difference to the way we provide joined up services to the people of Scotland."

**Empowered Services**
"Our use of technology means that we provide improved services which are easier for customers to access."
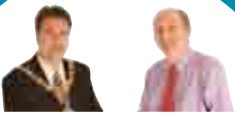
**Empowered Elected Members**
"ICT allows me to interact with citizens to better understand and meet their needs."

**Empowered Management**
"ICT provides me with the information and tools I need to manage an effective and efficient organisation."

**Empowered Workforce**
"ICT helps make my role easier and allows me to engage effectively to improve my work."

**Empowered Citizens**
"ICT enables me to interact with the Council through my choice of technology and keeps me informed on the things that matter."

**Empowered Businesses**
"ICT makes Edinburgh an even more attractive place for doing business."

## Our Strategy

The City of Edinburgh Council's Strategy to deliver the vision for ICT & Digital services is:

## to focus on understanding our customer needs in order to deliver outcomes that matter to them.

Our ICT&D Strategy is business driven and action orientated. The diagram below summarises our operating model to support the empowering of Edinburgh through the use of ICT and Digital.

By defining our approach on the benefit that different customers will gain, through the use of ICT and Digital, we will maximise the value that can be delivered by our reducing resources. This will help us to deliver a 'One Council' focus to designing and sourcing our ICT and Digital whilst allowing customer-driven delivery: what the Council needs to deliver the service where the customer needs it.
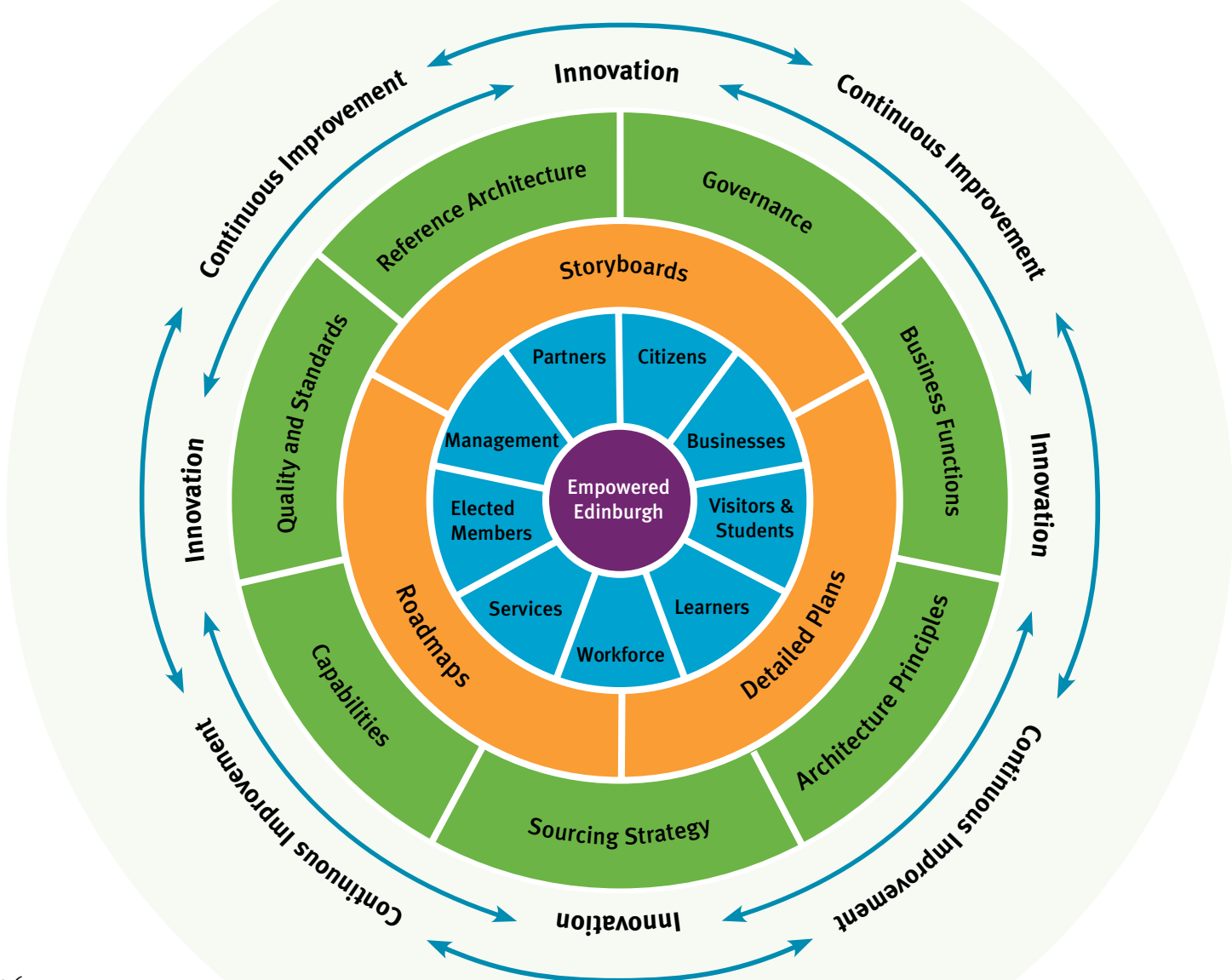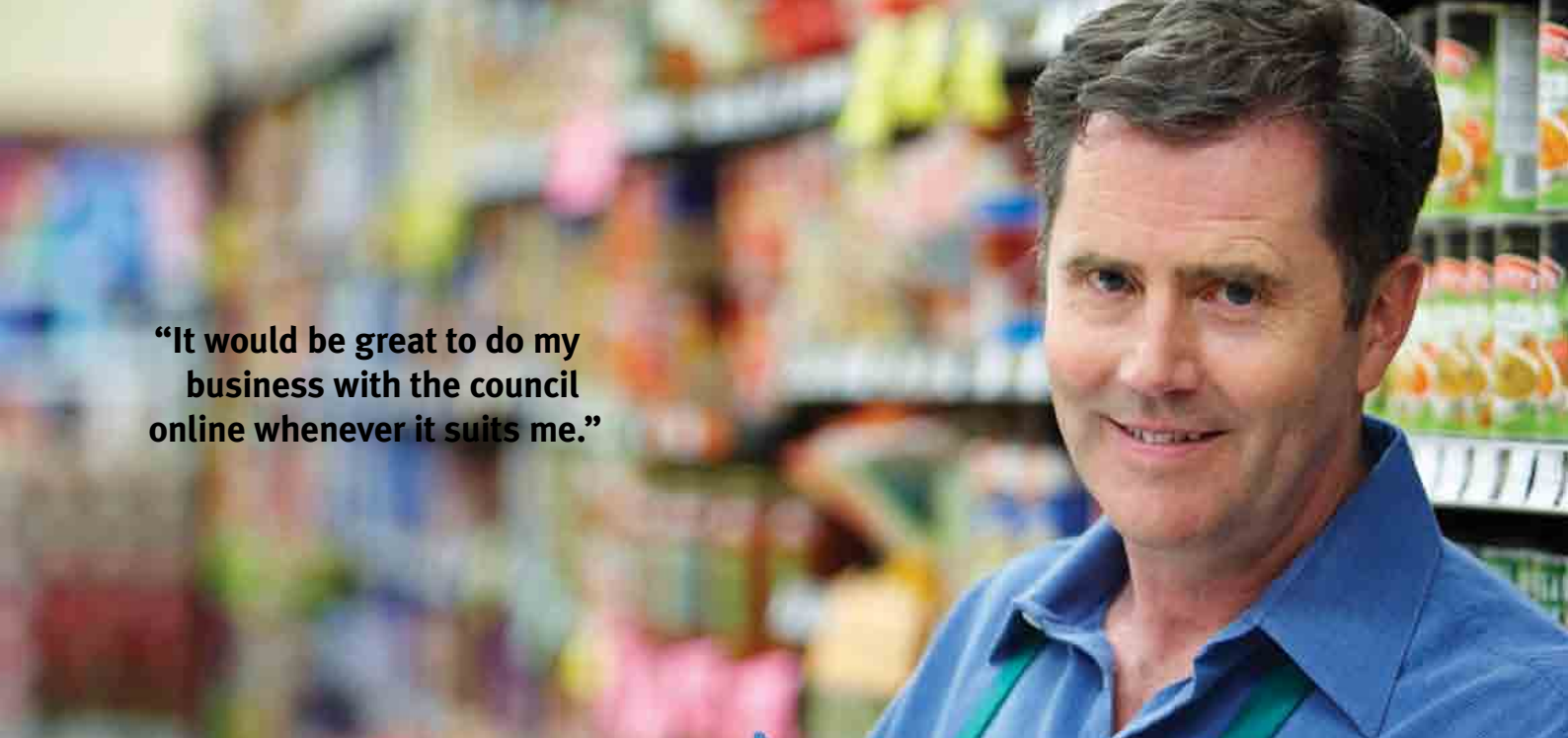
"It would be great to do my business with the council online whenever it suits me."

"Having the technology to improve engagement with citizens would be beneficial. We need to make our engagement as accessible and wide ranging as possible"

"I would like to easily share more information between partner organisations to ensure we provide joined up services."

## How we will deliver – our operating model

The operating model explains 'how' the City of Edinburgh Council will deliver its ICT and Digital Services in order to empower Edinburgh. The operating model is comprised of the following elements:

- Principles
- Reference architecture
- Business functions
- Sourcing strategy
- Capabilities
- Governance
- Quality and standards
- Continuous improvement and innovation
- Adding value to our customers.

## The principles for ICT and Digital Development

The approach the Council will take to the designing, sourcing and delivery of ICT and Digital is defined in 19 key principles.
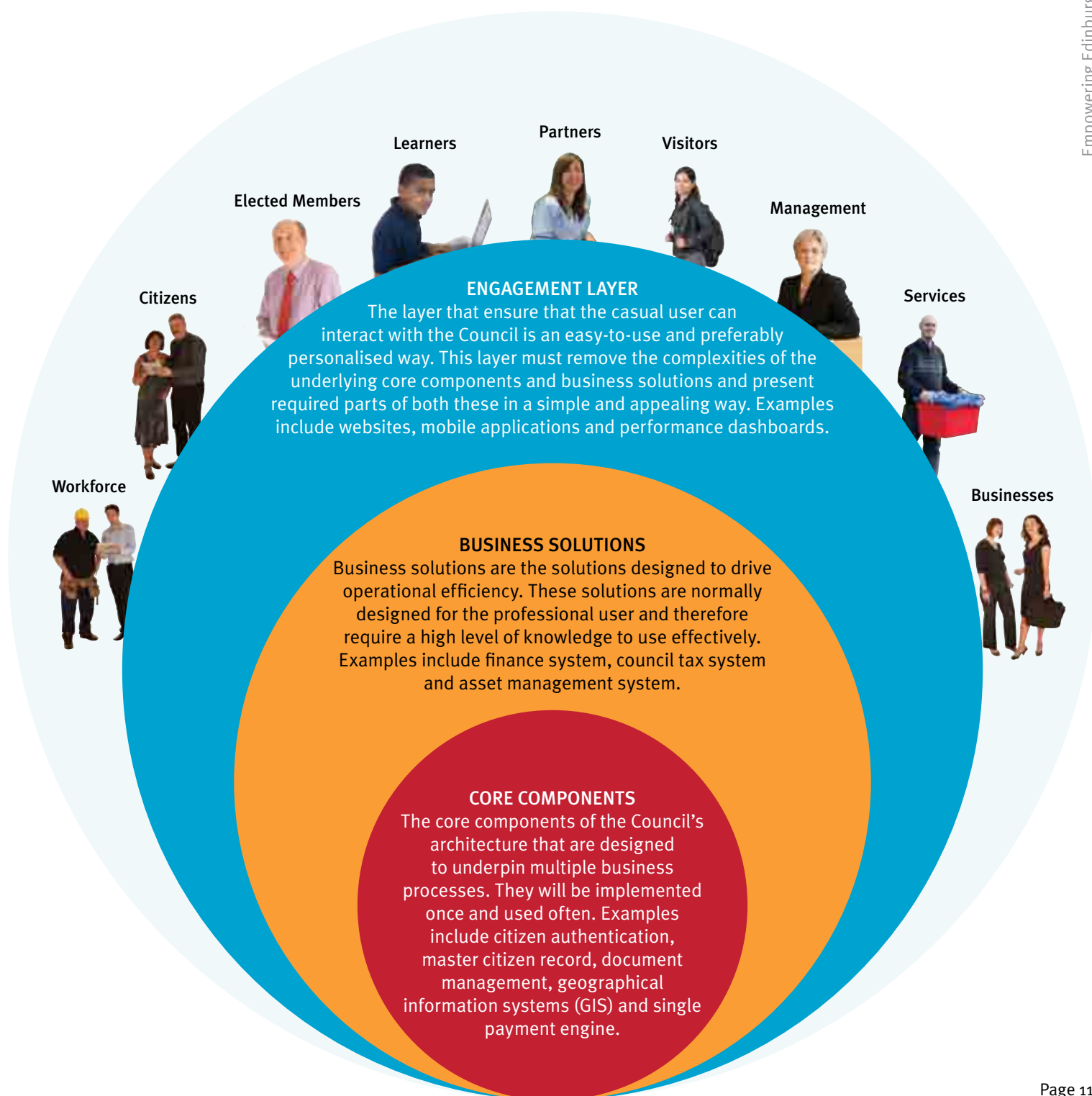
Above these sits a single guiding principle:

### the use of ICT and Digital by the Council must add value to the customer; whether a citizen, a business, a partner organisation or other service within the Council.

| PRINCIPLES | DESCRIPTION |
|---|---|
| **Principle 1**<br>**Ease of use** | The design and implementation of ICT and Digital architecture will focus on ease of use to ensure that services are accessible to all. |
| **Principle 2**<br>**Alignment of ICT to business** | The ICT and Digital architecture will be aligned with the City of Edinburgh Council's business vision, objectives, Capital Coalition Commitments and strategies and will support the business operations. |
| **Principle 3**<br>**Single point of view** | The ICT and Digital architecture will enable solutions that provide a consistent, integrated view of citizens, properties or businesses, regardless of access point. |
| **Principle 4**<br>**Multi- Channel Customer Service** | Citizens will be able to access services through their choice of channel and have a consistent user experience across all channels. |
| **Principle 5**<br>**Reuse, then buy and only build as a last resort** | ICT assets will be reused when possible, then purchased where available, and only built as a last resort. |
| **Principle 6**<br>**Technology and vendor-independence** | The ICT architecture will be designed to reduce the impact of technology changes on the business, as well as being resilient to change. |
| **Principle 7**<br>**Innovative and agile** | The ICT architecture will incorporate flexibility to support changing business needs and enable evolution of the architecture and the solutions built on it. ICT will also adapt to changing business requirements and developments in this fast moving market place. The ICT architecture will readily support incorporation of new technologies to allow innovation in the way we use technology in order to benefit customers. |
| **Principle 8**<br>**Strategic use of relationships (Working with Partners and businesses)** | The ICT architecture will leverage strategic relationships with other businesses and vendors to facilitate building and evolution of the IT architecture. |
| **Principle 9**<br>**Integrated solutions** | ICT architecture will support the delivery of business solutions composed of integrated application and infrastructure components to provide a consistent user experience. |

| PRINCIPLES | DESCRIPTION |
|---|---|
| **Principle 10**<br>**Interoperability** | Software and hardware should conform to defined standards that promote interoperability for data, applications and technology. |
| **Principle 11**<br>**Scalability** | Technology should be scalable in order to provide the ability to respond to user needs. For example, increase in user numbers or requirement to handle more data. |
| **Principle 12**<br>**On demand** | Business processes must be integrated end to end with key partners, suppliers, and customers. The City of Edinburgh Council must be able to rapidly respond to any customer demand or market opportunity. |
| **Principle 13**<br>**Leverage industry knowledge** | The ICT architecture will leverage industry best practices. |
| **Principles 14**<br>**Open standards** | The ICT architecture will use open industry standards wherever practical. |
| **Principles 15**<br>**Governance** | Compliance to and evolution of the architecture will be managed through controlled governance processes. |
| **Principle 16**<br>**Data Protection** | All components of the computing environment must maintain confidentiality and integrity of the information that is used to conduct business, with decisions based on data classification. |
| **Principle 17**<br>**Cost performance** | The ICT architecture will be managed to ensure the cost effectiveness of the information and technology environment to ensure it provides value for money. |
| **Principle 18**<br>**Managed Risk** | Risk and security controls should be balanced according to business objectives – security controls should be proportionate to risk. In addition, security should be user transparent and not cause users undue extra effort. |
| **Principle 19**<br>**Consumer of Shared Services** | Our ICT service does not aim to provide services to other organisations, but may consume Shared Services from other local authorities providing it is the appropriate solution for Edinburgh. |

## Reference Architecture

At the heart of the ICT and Digital Strategy is a business reference architecture that lays out the fundamental design of the Council's ICT and Digital services going forward. The business reference architecture has three simple layers, each designed to play their own unique role in supporting the Council's key customers. The three layers are Core Components, Business Solutions and Engagement Layer.

Learners

Partners

Visitors

Elected Members

Management

Citizens

Services

**ENGAGEMENT LAYER**
The layer that ensure that the casual user can interact with the Council is an easy-to-use and preferably personalised way. This layer must remove the complexities of the underlying core components and business solutions and present required parts of both these in a simple and appealing way. Examples include websites, mobile applications and performance dashboards.

Workforce

Businesses

**BUSINESS SOLUTIONS**
Business solutions are the solutions designed to drive operational efficiency. These solutions are normally designed for the professional user and therefore require a high level of knowledge to use effectively. Examples include finance system, council tax system and asset management system.

**CORE COMPONENTS**
The core components of the Council's architecture that are designed to underpin multiple business processes. They will be implemented once and used often. Examples include citizen authentication, master citizen record, document management, geographical information systems (GIS) and single payment engine.

Each of the three layers are vitally important to the Council achieving an accessible, scalable, flexible and functional architecture at a minimised cost of ownership. The Council has therefore applied the following principles when implementing its Business Reference Architecture.

| REFERENCE ARCHITECTURE | DESCRIPTION |
|---|---|
| **Improve the customer experience** | Use the organisations collective knowledge of individual stakeholders to ensure that all engagements are as personalised and customer centric as possible. |
| **Fit for Purpose Core Components** | Invest in delivering fit-for-purpose core components, and then ensure 100% use wherever the function they perform is required. For example, the Council will have one solution to authenticating a citizen and will always use this where a citizen is required to prove their identity to complete a transaction with the Council. |
| **Proactively share core components and business solutions** | Proactively seek to share its core components and business solution with other local authorities or wider parts of the public sector. Ideally, the City of Edinburgh Council would not own or manage any of these, instead it would consume the services from across public sector shared services or directly from a commercial source. The Council acknowledges that to achieve this it may be necessary to adjust its business processes to comply with the standard processes provided. |
| **Minimise the number of business solutions** | Strive to minimise the number of business solutions used with the aim of delivering best-in-class, joined up, efficient processes, whilst minimising the requirement to interface between business solutions. |
| **Interface/Integrate** | Where interfacing/integration is required between any elements of the architecture the Council will require the solution provider to support an SOA/API approach therefore minimising the Council's total cost of ownership. |
| **Business Solution will have vendor supported APIs** | Ensure that, where required, the business solutions or core components will make there processes available to the engagement layer via fully supported, presentation layer independent, APIs. |
| **Invest in Engagement Layer** | Invest to make the engagement layer robust, responsive, scaleable, flexible and channel independent. This will allow the Council to react quickly to the changing behaviours and needs of our citizens, local businesses and other key stakeholders. The objective will be to attract people to use on-line channels wherever possible, striving for 'digital by desire'. |
| **Consistent user experience through engagement layer** | Use the engagement layer to ensure that our stakeholders receive a consistent and high quality service regardless of their channel of choice, including face-to-face, phone, email, and on-line. |
| **Make our services available on other channels** | Make its high volume services available to authorised non-Council channels (e.g. YoungScot) and work with these channels to ensure that these services are available where our citizens and local businesses find most useful. This 'white labelling' approach will maximise the adoption of our on-line services by target stakeholders. |

"It's great to be able to use technology every day in school, wherever and whenever our class wants to."

"I'd find it really helpful if our ICT team could help us bring fresh ideas on what technology is out there to help improve how we work"

"If the Council could help make Edinburgh a more innovative city then it would be a more attract place for doing business."

## Business Functions – Solution Requirements

The core component and business solution elements of the reference architecture are vital to the smooth running of our ICT and Digital Services. In order to understand our IT estate, information on core components and business solutions across the Council will be maintained in an Information Asset Register.

It is important that business solutions, core components and business solutions remain up-to-date, reliable and fit for purpose. Where practical, any duplication in solutions will be removed and where gaps are identified, suitable solutions will be implemented. To ensure the core components and business solutions meet the needs of our stakeholders, the focus will be on managing systems which professional users have identified as strategic and operationally critical. A 'Current State' analysis has identified how up to date our systems are, what improvements in functionality service areas would like and how the systems are being supported, to enable the proactive management of systems towards the 'Future State'.

It is not thought practical to source one solution that meets all the needs of CEC, therefore, best of breed business solutions will be sourced and interfaced as required.

Business Solutions will be sourced in logical groupings designed to minimise the number of solutions and interfaces whilst not compromising the desire to deliver best in breed solutions. The table below outlines the three suggested groups along with an explanation.

| BUSINESS FUNCTIONS | DESCRIPTION |
|---|---|
| **Generic Business Solutions** | Solutions used by all, or most organisations, for example, HR, payroll, finance.<br>The Council's preferred approach is to source these from public sector wide shared services or generally available commercial sources.<br>In order to achieve, the Council will be open to adjusting processes to achieve uniformity and best practice. |
| **Local Authority Specific Solutions** | Solutions that all or most local authorities require, for example, environmental management, council tax collection.<br>The Council's preferred approach is to source these as part of collective group of Scottish Councils.<br>In order to achieve this, the Council will be open to adjusting processes to achieve uniformity and best practice. |
| **Edinburgh Specific Solutions** | Solutions that meet unique CEC business needs for the City of Edinburgh Council.<br>The Council will provide/procure its own IT service for these solutions.<br>CEC will work to minimise the number of these. |

## Sourcing Strategy

The City of Edinburgh Council's approach to sourcing ICT products and services is an important aspect of how it will deliver its ICT Vision and ensure Value for Money is achieved.

Current ICT market trends (e.g. Cloud computing) mean that it is not practical to think that a single supplier approach will deliver the best results for the City of Edinburgh Council. Making use of the market will allow the Council to take advantage of 'best of breed' services and harness external capabilities and innovation.

As a result, the Council will have a stronger commissioning and integration role as more activities are bought in, on demand, to support the Council's ambition going forward.
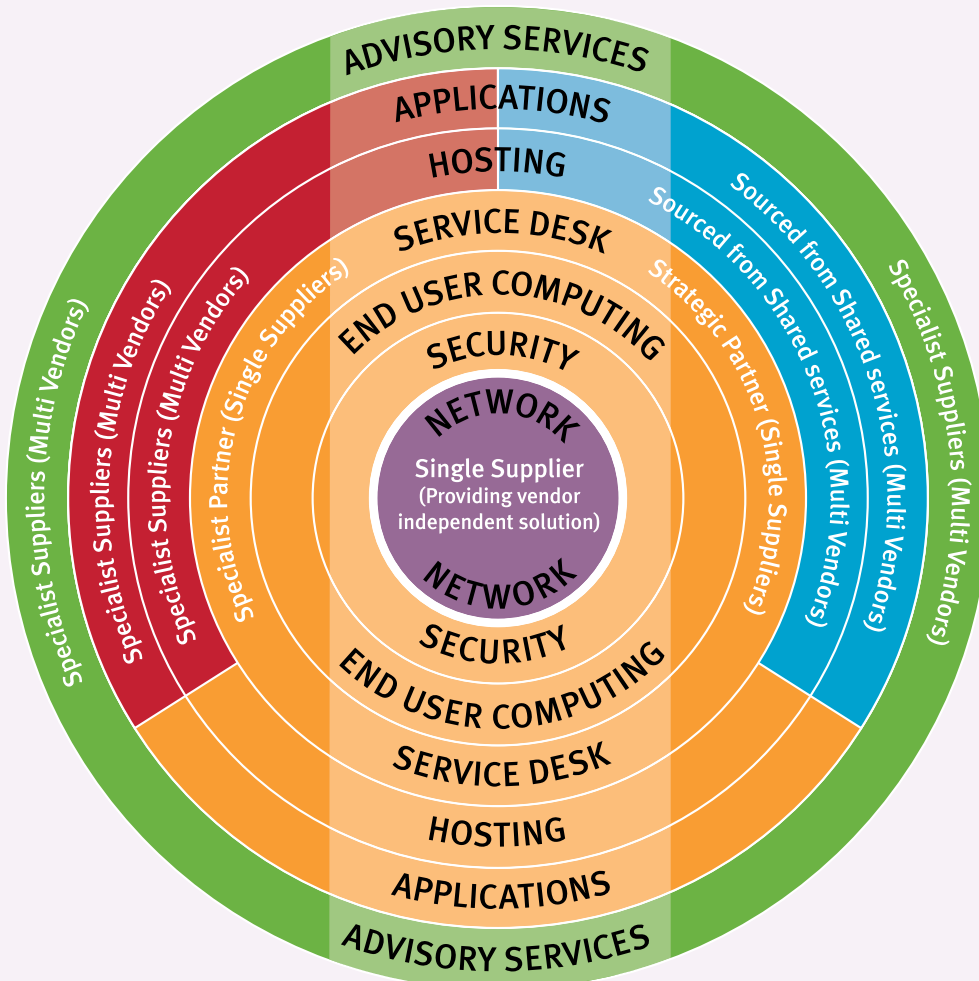
An outline of the sourcing strategy is provided below which demonstrates how the combination of single supplier and multi vendor solutions will be utilised through strategic partnerships, shared services and specialist suppliers, to deliver best value for the Council.

In summary, there are a number of guiding principles for the sourcing strategy.

| SOURCING STRATEGY | DESCRIPTION |
|---|---|
| **The City of Edinburgh Council will be a consumer not producer** | The City of Edinburgh Council will actively look to share ICT services with other Scottish public sector organisations, but does not have the desire to become an ICT service provider. |
| **Supporting Scottish Small to Medium sized enterprises (SMEs)** | Scottish SME's should be encouraged to participate in the provision of Council ICT services, as entering into relationships with SME's who are innovative will add significantly to the ICT services delivered. |
| **Building flexible partnerships** | The City of Edinburgh Council will strive for contractual flexibility set against a backdrop of long term partnership working. Building mutually beneficial partnerships with other public or private organisations also provides 'on demand' access to the capability, capacity, experience and innovation that will enable us to expand and contract to meet changing service needs. |
| **Focus on outcomes** | Wherever practicable, services should be bought as end-to-end services measured against the effectiveness of delivering business outcomes. |
| **Strategic Alignment** | All ICT solutions must meet the criteria of the ICT Strategy, and in particular this sourcing strategy, and will require CMT sign-off if there is a reason why those criteria can not be met. |
| **Governance: Design Authority and Procurement** | The City of Edinburgh Council will operate a clear governance arrangement for the procurement of ICT and Digital services, referenced through the Design Authority and its Procurement service, to ensure that the principles of ICT and Digital Development are adhered to. |
| **Open Data** | All data will be able to meet the 5 star rating for Open Data. |

"If technology could help me provide services in real time for customers it would provide a better service as well as being more efficient."

"I want to be confident in our IT and know that it will support our business, no matter how ambitious we want to be"
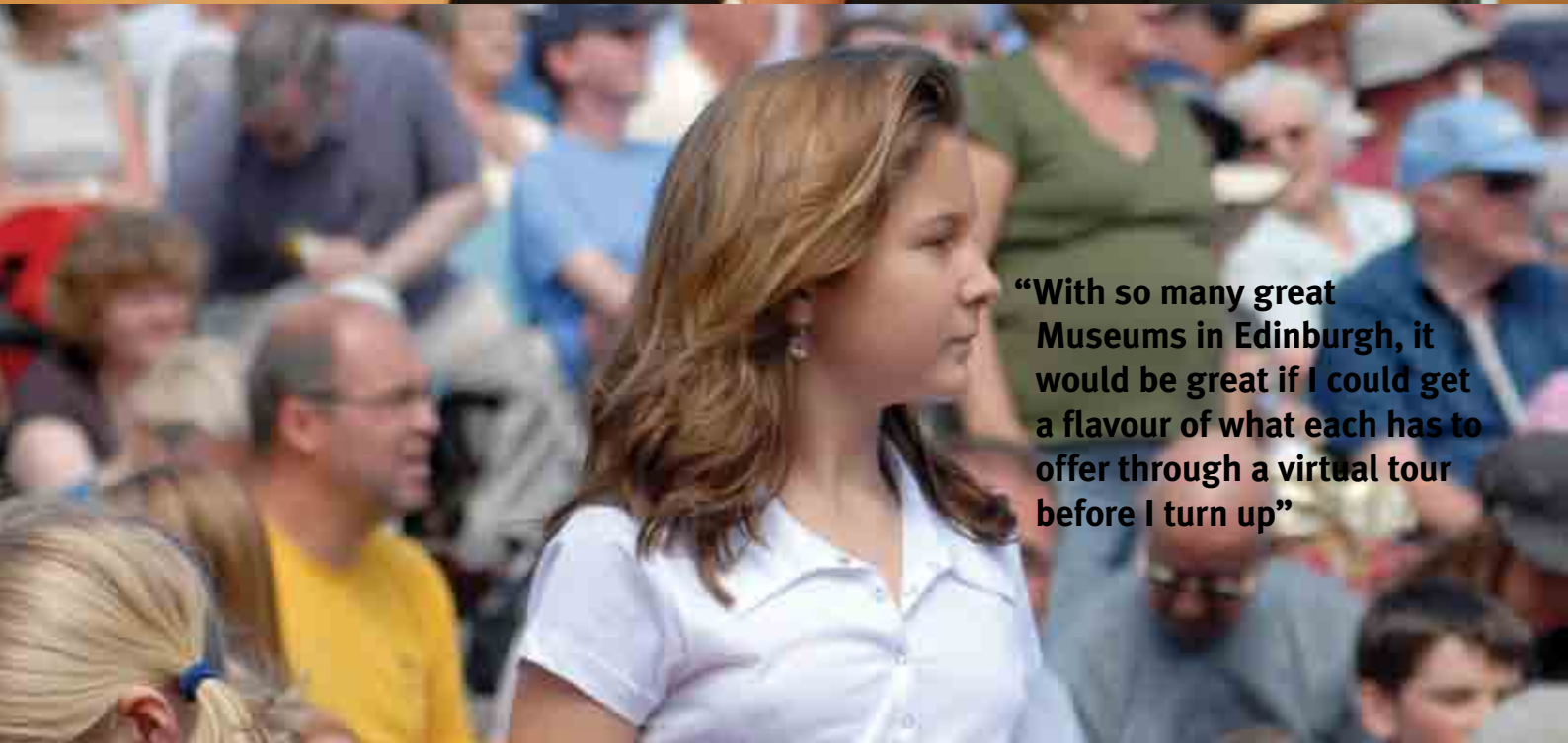
"With so many great Museums in Edinburgh, it would be great if I could get a flavour of what each has to offer through a virtual tour before I turn up"

# Capabilities

The Council requires to have easy access to ICT and Digital resources, with the appropriate capability and experience, which are committed to meeting and exceeding the needs of our organisations and its customers.

Our sourcing strategy enables the Council to have access to external expertise to ensure our services continually, and sustainably, develop and keep up with a rapidly changing technical environment.

In addition, to the external skills that are required there has been the need to understand the current capabilities within the Council's own ICT Solutions team and to understand what skills, knowledge and experience we need, where and when. The objective is to have the correct skills that the Council can access to ensure ICT Solutions meets the needs of its customers.
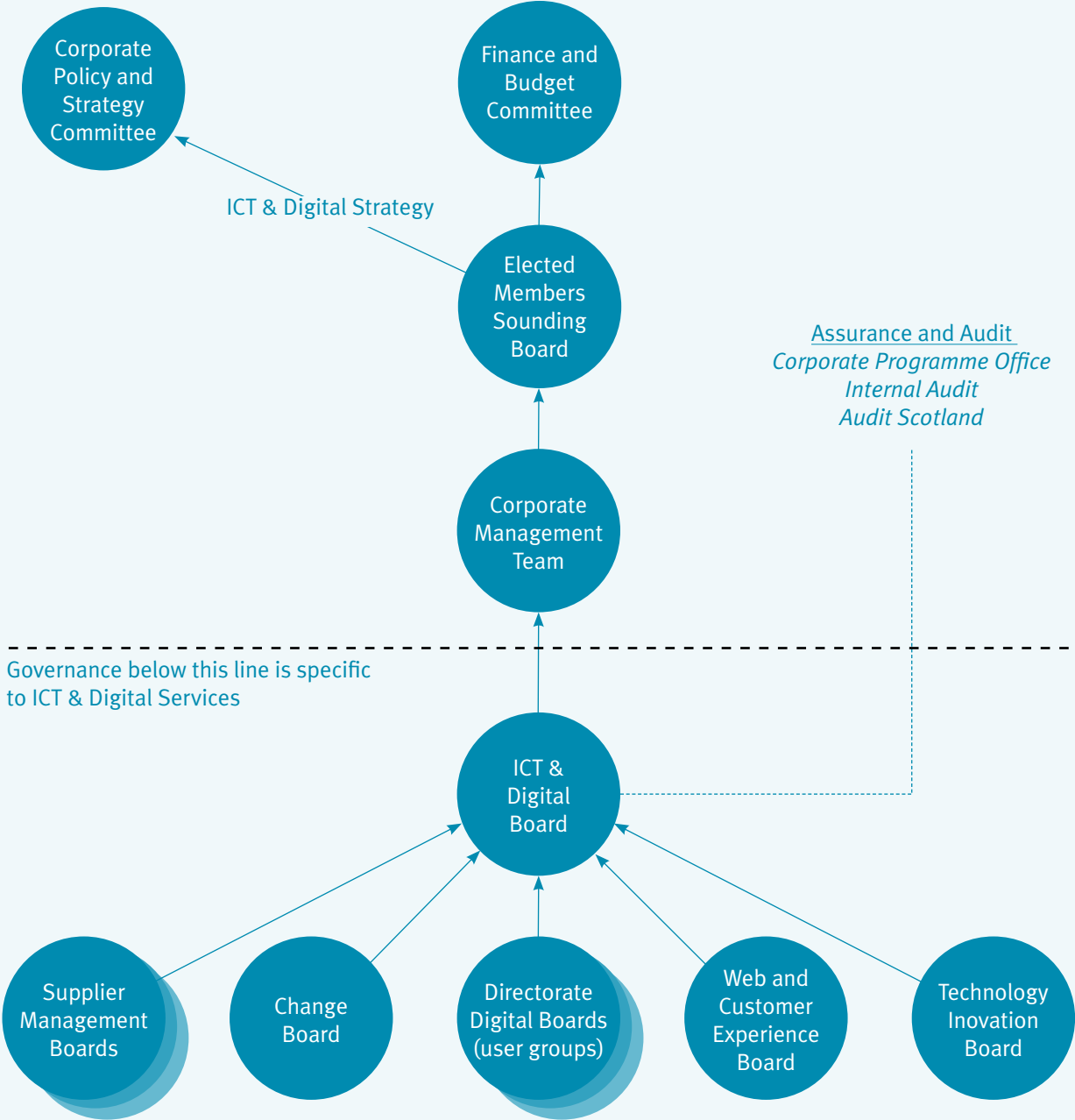
A number of key capabilities have been identified in the table.

| INTERNAL CAPABILITIES | DESCRIPTION |
|---|---|
| Reliable project delivery | The ICT Programme Office will take a proactive role in management and overseeing progress for ICT and Digital projects. It will provide a clear understanding of issues and address areas of poor delivery. This structured approach to reporting and management of portfolios will be a key enabler for consistent high delivery of ICT programmes and projects. |
| Supply management | It is important that relationships with suppliers are managed to ensure these are efficient and effective. To support our sourcing strategy, the Commercial Team in ICT Solutions will be responsible for supplier management. |
| Alignment and coordination | A key element of the ICT and Digital strategy is to ensure alignment with the ICT industry and peers including, local authorities and public sector organisations, in order to share best practice and help solve common problems. |
| Change Management | Our preferred approach to manage business change in ICT is through agile project management and delivery techniques. In addition, Prosci, the Council's adopted change management methodology will be adopted. |
| Business Analysis and Engagement | The relationship management function will provide the engagement with stakeholders to help understand their needs and requirements. |
| ICT Architecture | The ICT Architecture will be managed by the Design Authority. |
| Digital Development | Developing our ability to deliver digital content at pace. |

| ENABLING CAPABILITIES | DESCRIPTION |
|---|---|
| **Innovation** | Many developments in ICT and Digital are disruptive in nature. For the Council to match stakeholder expectations and realise benefits for them it is recognised that it needs to dedicate time and resource to innovation. |
| **Customer Focus** | The Council will adopt a customer-focus approach: helping services to focus on their customer. That means thinking about them when decisions are made, policies are implemented, and services are delivered. |
| **Demand Stimulation** | Understanding the demand for connectivity can play a major part in breaking down the barriers to providing access. The Council will work to support demand stimulation activities. |
| **Assisted Digital** | Assisted Digital is the help the Council can give to ensure that those who wish to access digital services are not unintentionally excluded from doing so. Provision will vary dependent on the service. |
| **Training** | In deploying new ICT and Digital solutions it is recognised that training plays a critical part in the success of the deployment. It is also important that trends in ICT and Digital are understood. A broader training and information programme will be developed to support ICT and Digital Services. |

## Governance

The governance structure within which the Council's ICT and Digital Services will operate is outlined below.

Corporate Policy and Strategy Committee

Finance and Budget Committee

ICT & Digital Strategy

Elected Members Sounding Board

Assurance and Audit
*Corporate Programme Office*
*Internal Audit*
*Audit Scotland*

Corporate Management Team

Governance below this line is specific to ICT & Digital Services

ICT & Digital Board

Supplier Management Boards

Change Board

Directorate Digital Boards (user groups)

Web and Customer Experience Board

Technology Inovation Board

| GOVERNANCE | WHAT IT DOES |
|---|---|
| **ICT and Digital Board** | The ICT and Digital Board will:<br>• Ensure ICT is aligned with the Council's business objectives<br>• Ownership of Council wide ICT Strategy and its implementation<br>• Prioritisation of ICT change programme<br>• Drive ICT stakeholder engagement and communication<br>• Review of overall ICT performance against KPIs and PIs<br>• Ensure ICT benefits are realised<br>• Management of high level ICT risks and issues<br>• Tracking and improvement of customer satisfaction |
| **Technology Innovation Board** | The Technology Innovation Board will:<br>• Create a technology innovation culture across the Council<br>• Provide forum to enable third parties to pitch innovative concepts to the Council<br>• Recommend the adoption of innovative use of technology<br>• Provide a forum for driving cross-departmental re-use and sharing of systems/resources |
| **Supplier Management Boards** | • Day-to-day management of all activity undertaken by ICT supplier<br>• Detailed review of ICT supplier service/project performance<br>• Detailed review of ICT commercial performance |
| **Change Board** | The Change Board will:<br>• Ensure all ICT change is prioritised and managed<br>• Ensure the potential impact of any ICT change is fully understood and the risks are managed |
| **Directorate ICT and Digital Boards** | The directorate ICT and Digital Boards will:<br>• Ensure that ICT service and workplans are aligned to the directorate needs<br>• Ensure ICT&D Strategy is aligned to directorate needs<br>• Approval of projects valued below £N where funded from directorate budget<br>• Review of ICT performance for directorate<br>• Provide a focal point for discussions on proposals for change within a directorate<br>• Responsible for ensuring the correct governance is in place for every ICT project (where the directorate is the taking the lead)<br>• Tracking and improvement of customer satisfaction within directorate |
| **Web and Customer Experience Board** | The Web and Customer Experience Board will:<br>• Ensure compliance with council and government web standards and strategies<br>• Decide on web and social media developments<br>• Review and agreement of digital initiatives<br>• Implement, and review, web strategy<br>• Monitoring web performance<br>• Ensuring customer experience is leading the development of digital services, including an ongoing programme of continual improvement |

## Quality and Standards

The City of Edinburgh Council is focused on the outcomes delivered by ICT and Digital Services and therefore, has focused on only proscribing what is required to ensure high quality, scalable and flexible ICT and Digital services.

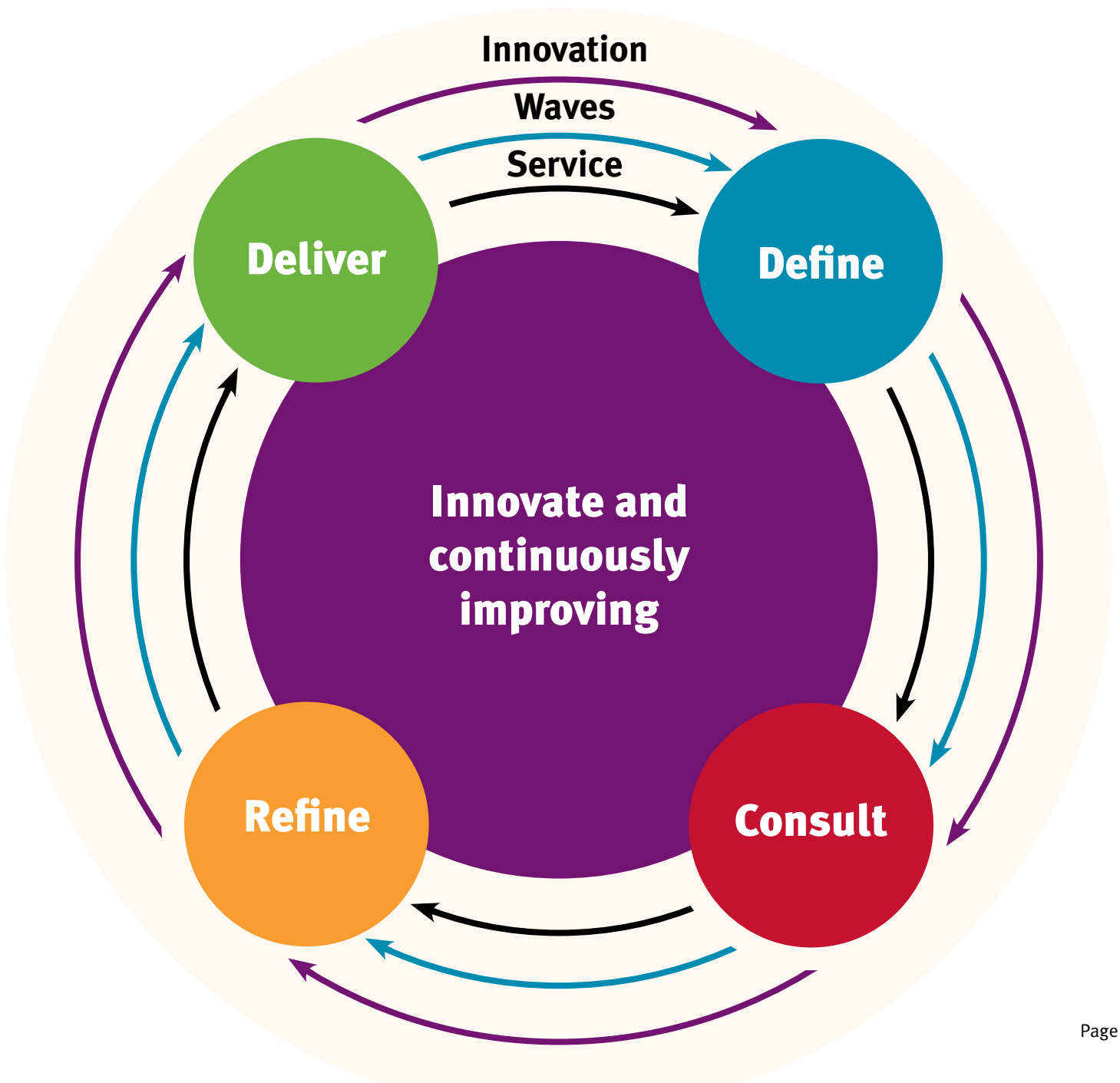| QUALITY AND STANDARDS | DESCRIPTION |
| --- | --- |
| Vendor supported APIs | Ensure that, where required, the business solutions will make there processes available via fully supported, presentation layer independent, APIs, built to the Representational state transfer (REST) standard. |
| Security Rules | Adopting best practice approaches for security management to protect users, customers, partner organisations and the Council, drawing on Government best practice from the Government Digital Service and other associated bodies. |
| Information Management | Adopting best practice approaches for information management and working towards information security (ISO 27001 and ISO 27002) and records management standards (ISO 14589). |
| Identity Access Management | SAML 0.2 will be the standard used for authentication. |
| Website Management | Our preferred approach to websites will be responsive in order ensure that content can be displayed the customers choice of device. |
| Agile | Our preferred approach to manage business change in ICT is through agile project management and delivery techniques. |
| Cloud computing | To support a more cohesive infrastructure as well as the sharing and re-use of services/solutions, we will explore cloud computing with the aim of increasing our agility and reducing the cost of ICT. |
| End user device | The Council's aim is that as much as possible, the workforce will be able to work from any location on any suitable Council or non-Council end-user device through a defined Mobile Device Management strategy. |
| Green ICT | ICT will be used to maximise efficiency, minimise environmental impact and support the wider Council carbon reduction policies, as well as supporting the Green Digital Charter. |
| Information strategy | To recognise the value of information that it holds, the Council will optimise secure, efficient, open and safe creation and use and re-use of information assets. |
| Channel Shift | The Council is committed to providing easy-to-use, trusted and flexible information and transactional services that support our 'digital by desire' approach. For those for whom digital channels are less accessible we will ensure access is maintained through a network of 'assisted digital' service provision. |
| Social media | Social media enables greater dialogue and collaboration between the Council and its stakeholders. It also provides benefits in terms of its reach, accessibility, immediacy and ease with which content can be disseminated. |

# Continuous improvement and innovation

The approach to the development of the strategy and its implementation plans has been to strike the right balance between business requirements, customers' needs and the investment/resources available to deliver.

Going forward continuous improvement, providing our existing services better, and innovation, finding new – better – ways to use technology, will be essential to ensure ICT and Digital services meet these needs and ensure the Empowered Edinburgh vision is achieved. There are three key elements to this outlined in the table below:

| CONTINUOUS IMPROVEMENT | DESCRIPTION |
|---|---|
| **Service Improvement** | Continually improve through driving performance against Service Level Agreements (SLAs), Operating Level Agreements (OLAs) and the use of Key Performance Indicators (KPIs). We will also measure and track our customer's levels of satisfaction and perceptions of the existing services. |
| **New Initiatives** | Developed through an iterative approach where each development wave of work will be devised, consulted upon before delivery, refined and then implemented. This approach of ongoing consultation and engagement with stakeholders will ensure we are moving in the correct direction. |
| **Innovation** | Innovation is about addressing problems in new and original ways that better meet the needs of customers. The Technology Innovation Board supports this process in the Council by promoting an understanding on new products, process, services or technologies that are emerging in the market, particularly those developed by SMEs. The Board also promotes innovation from within the Council, providing support to staff to proactively take innovation ideas through a development journey from proof of concept, defining the benefit to be realised. |

The Strategy is seeking to support the Council's Economic Strategy by encouraging Edinburgh to be seen as a reference city, where improvement and innovation is supported, and where ICT and Digital companies can approach the Council to demonstrate or test innovative ideas, supported through in-kind contributions.

Innovation

Waves

Service

**Deliver**

**Define**

**Innovate and continuously improving**

**Refine**

**Consult**

# Empowering Citizens

| | |
|---|---|
| **Available in 2013** | Key Council transactions available online to allows citizens to transact when and where they want, through their choice of device<br>Web based solution available through which citizens can offer their time for volunteering<br>Enable citizen authentication to allow citizens to securely transact with the Council<br>Ability to submit e-Petitions to the Council for the topics important to you<br>Online booking available for adult education classes, football pitches etc<br>Webcasting available for full Council meetings and the Petitions Committee meetings<br>Public Wifi access in key Council buildings<br>Responsive updates from the Council to customers on key service issues raised |
| **Available in 2014** | Electronic self referrals and assessments available for health and social care services<br>Ability to review your record of transactions with the Council<br>Greater Wifi coverage across the city |
| **Available in 2015** | Extension of webcasting to all committee meetings to improve the democratic process<br>More, and better quality, computers available in libraries to improve access<br>Proactively offer the relevant services which are available to you |

## Communicating value to our customers

ICT and Digital allows information to be communicated faster, more effectively and allow much more of it to be handled than would otherwise be possible. It cannot, however, be an end in itself; ICT and Digital are only tools.

For this reason, rather than focus on technology, we have focused our strategy on delivering positive outcomes for customers by delivering ICT and Digital services which will empower them.

### Storyboards and Segmentation

For each customers group, storyboards will be developed to outline what customers can expect as a result of each wave of ICT and Digital developments. An example storyboard is outlined to the left.

For each customer group we will also dedicate time to improve our understanding and segment the wide customer range into specific groups of interest. This will help to improve our understanding of how best to achieve the right balance to meet their needs at a cost that is sustainable.

### Implementation Plans

The intention is for 'waves' of work to be developed. Each 'wave' of work will be published in an implementation plan relating to the next financial year. The plan will then be submitted for approval in line with the governance for ICT and Digital services.
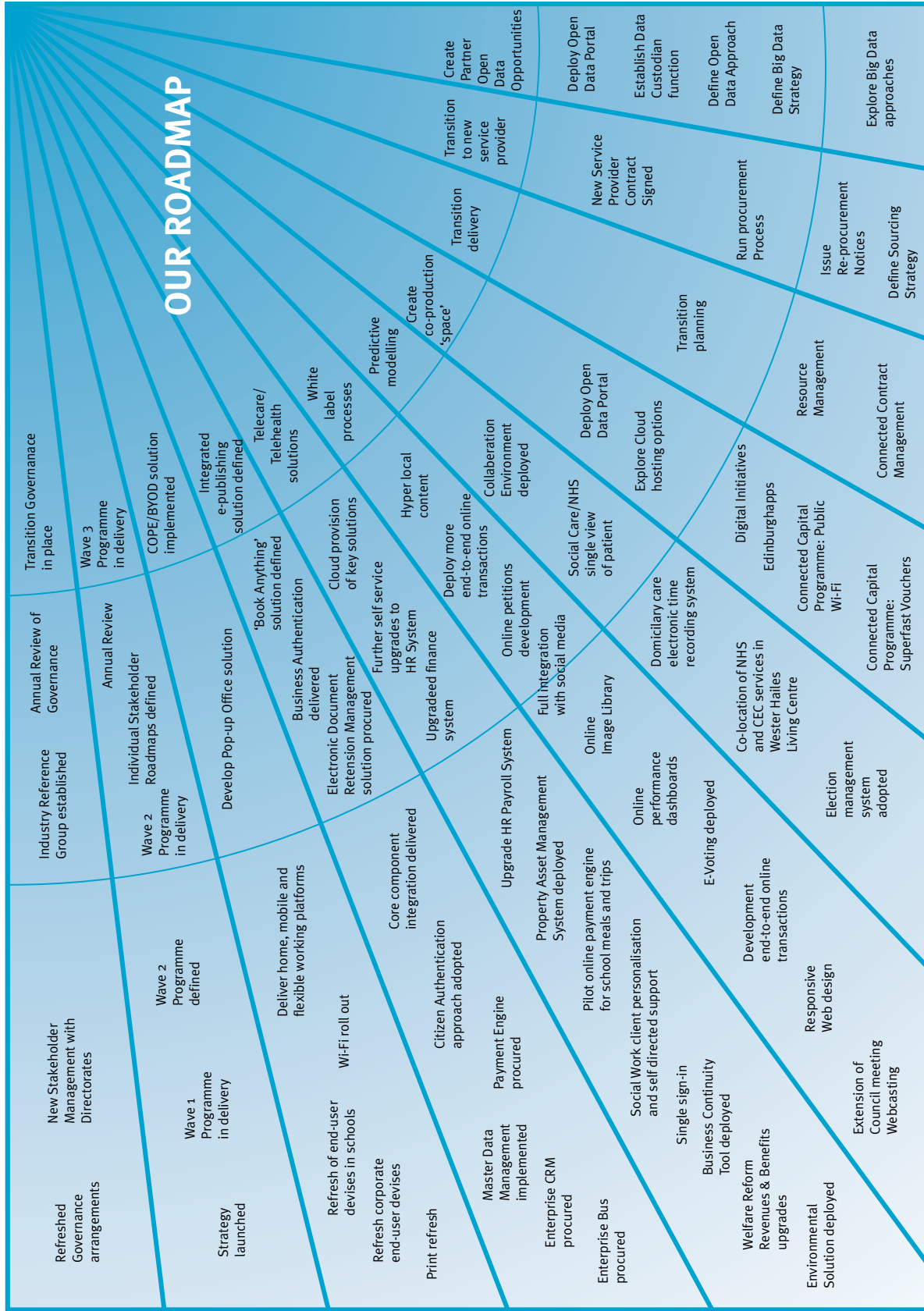
### Roadmaps

The Council is also taking a longer term view of the development and deployment of ICT and Digital. To support this it will produce a roadmap, an example of which is included at the end of this document, to illustrate the key areas of work against its implementation workstreams.

Further roadmaps will be produced to stimulate discussion about the longer term direction of travel. The first of these will be a Challenge Roadmap looking forward to Edinburgh in 2020 and seeking to generate debate about which elements of potential innovation and development the city would wish to pursue.

# OUR ROADMAP

**Wave 1. 2013/14**  **Wave 2. 2014/15**  **Wave 3. 2015/16**

## Improving Governance and management of ICT across the Council
- Refreshed Governance arrangements
- New Stakeholder Management with Directorates
- Industry Reference Group established
- Annual Review of Governance
- Transition Governanace in place

## Development of an ICT Strategy for the City
- Strategy launched
- Wave 1 Programme in delivery
- Wave 2 Programme defined
- Wave 2 Programme in delivery
- Individual Stakeholder Roadmaps defined
- Annual Review
- Wave 3 Programme in delivery
- COPE/BYOD solution implemented
- Integrated e-publishing solution defined

## Refresh of the Council's ICT infrastructure
- Print refresh
- Refresh of end-user devises in schools
- Refresh corporate end-user devises
- Wi-Fi roll out
- Deliver home, mobile and flexible working platforms
- Develop Pop-up Office solution
- 'Book Anything' solution defined
- Telecare / Telehealth solutions
- White label processes

## Implementation fit-for-purpose core components
- Master Data Management implemented
- Citizen Authentication approach adopted
- Core component integration delivered
- Business Authentication delivered
- Electronic Document Retension Management solution procured
- Upgradeed finance system
- Further self service upgrades to HR System
- Cloud provision of key solutions
- Hyper local content
- Predictive modelling
- Create co-production 'space'

## Deploying fit-for-purpose business solutions
- Enterprise CRM procured
- Enterprise Bus procured
- Payment Engine procured
- Upgrade HR Payroll System
- Property Asset Management System deployed
- Social Work client personalisation and self directed support
- Pilot online payment engine for school meals and trips
- Online Image Library
- Full Integration with social media
- Online petitions development
- Deploy more end-to-end online transactions
- Collaberation Environment deployed
- Social Care/NHS single view of patient
- Deploy Open Data Portal
- Transition planning
- New Service Provider Contract Signed
- Run procurement Process

## Implementing a flexible engagement layer
- Single sign-in
- Business Continuity Tool deployed
- Development end-to-end online transactions
- E-Voting deployed
- Online performance dashboards
- Domiciliary care electronic time recording system
- Explore Cloud hosting options
- Digital Initiatives
- Deploy Open Data Portal
- Create Partner Open Data Opportunities
- Establish Data Custodian function
- Define Open Data Approach

## Improving the way that the Council works with other public sector agencies through the use of ICT
- Welfare Reform Revenues & Benefits upgrades
- Responsive Web design
- Election management system adopted
- Co-location of NHS and CEC services in Wester Hailes Living Centre
- Edinburghapps
- Connected Capital Programme: Public Wi-Fi
- Resource Management
- Transition delivery
- Transition to new service provider

## Supporting the wider city through the innovative use of ICT
- Environmental Solution deployed
- Extension of Council meeting Webcasting
- Connected Capital Programme: Superfast Vouchers
- Connected Contract Management
- Define Sourcing Strategy
- Issue Re-procurement Notices
- Define Big Data Strategy
- Explore Big Data approaches

## Right-hand theme labels
- Improving Contract Management
- Procurement of future ICT and Digital services
- Data as an Asset for all

## Contact Details

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# Empowering Edinburgh

## The City of Edinburgh Council's ICT and Digital Strategy

Implementation Plan to 31 March 2014

Summery of Status – September 2013

·EDINBVRGH·

YOUR COUNCIL – YOUR SERVICES

# Strategy Summary

The ICT and Digital strategy (ICT&D) describes the approach the City of Edinburgh Council will take to 'Empower Edinburgh' through the use of ICT&D services in order to deliver outcomes that matter to its customers. It defines our vision, key principles and overall direction of travel for ICT&D services.

It will enable the Council to have a clear and progressive approach to continuously improving ICT&D services at pace. It will also allow the Council to keep up to date with advances in technology and meet the expectation of its customers. For full details on the Council's ICT&D strategy please see the City of Edinburgh Council's ICT&D strategy document.

# Our Vision

Our ICT&D vision is for an **"Empowered Edinburgh, where Edinburgh is a city empowered through its use of ICT and Digital Services."**

The vision is based around our key customers along with the Council's Strategic Outcomes and Capital Coalition Commitments, to highlight that the strategy is customer and business driven.

# Our Strategy

The City of Edinburgh's strategy to deliver the vision for ICT & Digital services is **to focus on understanding our customers needs in order to deliver outcomes that matter to them**.

# Our Roadmap

The roadmap outlines the Wave 1 activities for 2013/14 along with future plans for 2014/15 and ideas, or 'concepts' for 2015/16. This roadmap will be used to form the basis for consultation and engagement with customers.

# OUR ROADMAP

Wave 1. 2013/14    Wave 2. 2014/15    Wave 3. 2015/16

**Improving Governance and management of ICT across the Council**
- Refreshed Governance arrangements
- New Stakeholder Management with Directorates
- Industry Reference Group established
- Annual Review of Governance
- Transition Governanace in place
- Annual Review
- Wave 3 Programme in delivery

**Development of an ICT Strategy for the City**
- Strategy launched
- Wave 1 Programme in delivery
- Wave 2 Programme defined
- Wave 2 Programme in delivery
- Individual Stakeholder Roadmaps defined
- COPE/BYOD solution implemented
- Develop Pop-up Office solution
- Integrated e-publishing solution defined

**Refresh of the Council's ICT infrastructure**
- Refresh of end-user devises in schools
- Wi-Fi roll out
- Refresh corporate end-user devises
- Print refresh
- Citizen Authentication approach adopted
- Deliver home, mobile and flexible working platforms
- Core component integration delivered
- Electronic Document Retension Management solution procured
- Business Authentication delivered
- 'Book Anything' solution defined
- Cloud provision of key solutions
- Further self service upgrades to HR System
- Upgradeed finance system
- Telecare/ Telehealth solutions
- White label processes
- Hyper local content
- Predictive modelling
- Create co-production 'space'
- Transition delivery
- Transition to new service provider
- Create Partner Open Data Opportunities

**Implementation fit-for-purpose core components**
- Master Data Management implemented
- Payment Engine procured
- Enterprise CRM procured
- Enterprise Bus procured
- Upgrade HR Payroll System
- Property Asset Management System deployed
- Online petitions development
- Deploy more end-to-end online transactions
- Collaberation Environment deployed
- Social Care/NHS single view of patient
- Deploy Open Data Portal
- Deploy Open Data Portal
- New Service Provider Contract Signed
- Establish Data Custodian function
- Define Open Data Approach

**Deploying fit-for-purpose business solutions**
- Single sign-in
- Business Continuity Tool deployed
- Welfare Reform Revenues & Benefits upgrades
- Environmental Solution deployed
- Extension of Council meeting Webcasting
- Social Work client personalisation and self directed support
- Pilot online payment engine for school meals and trips
- Responsive Web design
- Development end-to-end online transactions
- E-Voting deployed
- Online Image Library
- Online performance dashboards
- Full integration with social media
- Election management system adopted
- Co-location of NHS and CEC services in Wester Hailes Living Centre
- Domicilary care electronic time recording system
- Connected Capital Programme: Public Wi-Fi
- Connected Capital Programme: Superfast Vouchers
- Digital Initiatives
- Edinburghapps
- Explore Cloud hosting options
- Resource Management
- Connected Contract Management
- Transition planning
- Run procurement Process
- Issue Re-procurement Notices
- Define Sourcing Strategy
- Define Big Data Strategy
- Explore Big Data approaches

Implementing a flexible engagement layer | Improving the way that the Council works with other public sector agencies through the use of ICT | Supporting the wider city through the innovative use of ICT | Improving Contract Management | Procurement of future ICT and Digital services | Data as an Asset for all

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## Empowering Edinburgh Implementation Plan

The new Information and Communication Technology (ICT) and Digital strategy has been developed as a guide for how the City of Edinburgh Council designs its ICT and Digital (ICT&D) services. The intention is for 'waves' of work to be developed. Each 'wave' of work will be published in an implementation plan. The purpose of the implementation plan is to translate the strategy and vision into real outcomes.

The implementation plan for Wave 1 represents the current ICT& Digital Transformation Programme and provides an overview of how the strategy will be delivered in 2013/14. It is comprised of 10 themes and a summary each theme is outlined below along with timescales for delivery and detail on key projects.

The plan for Wave 1 is comprised of 10 themes:

1. Improving Governance and management of ICT across the Council
2. Development of an ICT strategy for the City
3. Refresh of the Council's ICT infrastructure
4. Implementing fit-for-purpose core components
5. Deploying fit-for-purpose business solutions
6. Implementing a flexible engagement layer (focusing on key stakeholders)
7. Improving the way that the Council works with other public sector agencies through the use of ICT
8. Supporting the wider city through the innovative use of ICT
9. Improving contract management
10. Procurement of future ICT and Digital services

Further information on the projects under each theme is outlined below.

# Wave 1 Delivery Plan for 2013/14 – ICT and Digital Transformation Programme

## 1. Improving the governance and management of ICT across the Council

The governance around ICT could be revitalised to ensure that the Council has the proactive ICT management it needs. Revised governance arrangements will be implemented to ensure active engagement of all relevant parts of the Council.

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|-----|-------|-------------|------------------------|--------|
| 1.1 | **Revising the Governance of ICT** | To revise how ICT is governed across the Council ensuring that it is driven by the objectives of the organisation. Ensuring that there is appropriate involvement at all levels, from elected members to individual Council directorates. The new governance arrangements should also cater for the multi-vendor ICT supply that already exists and the more complex environment that will exist in the future. | 1st April 2013 | Complete |
| 1.2 | **Inclusion of digital** | Explore the extension of ICT governance and management to include all things digital. Recommendations to include digital within ICT should be implemented by 1st November2013. | 1st November2013 | Complete |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|-----|-------|-------------|------------------------|--------|
| 1.3 | Creation of an environment to encourage Technology Innovation | Technology innovation is not evident within the Council. Design the new ICT and Digital governance to support a culture of technology innovation, and encourage creative input from the commercial world. Prove that Edinburgh is open for business to SMEs and other innovative ICT solution providers. The solution must be in-place by 1st April 2013. | 1st April 2013 | Complete |
| 1.4 | Appointment of a new Chief Information Officer (CIO) | A new ICT leader will be appointed, the Council's CIO. The new CIO must be in post by 1st January 2013. | 1st January 2013 | Complete |
| 1.5 | Create an "intelligent client" ICT Team | Since the outsource of ICT services in 2001 the Council ICT team has been lacking in some of the core skills (e.g. technical design authority) required to manage the ICT service. Redesign the ICT Solutions Team to ensure that all the necessary skills exist to proactively manage the evolving ICT service, and the multi-vendor supply chain. | The new organisational design should be complete by 1st February 2013 and the new team in place by 1st May 2013 | Complete |
| 1.6 | Create and agree an ICT budget that delivers on the Council's needs | Due to the under investment in ICT for a number of years the Council will need to invest in order to deliver the required levels of quality and service.  Create an ICT budget to deliver the scope of this ICT and Digital transformation programme (Wave 1), ensuring that the budget balances over five years from 2013/14. | The five year budget should be agreed as part of the full Council budget in February 2013 | Complete |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 1.7 | **Improve internal and external communications re ICT and Digital** | The quality, frequency and timeliness of internal communications re ICT and Digital needs to be significantly improved. In addition, create an external communications plan what will deliver on the aim of getting the City of Edinburgh Council recognised as a leader in the area of ICT and Digital. | Revitalise the Council's communications plan around ICT and Digital by 1st December 2013 | On track |
| 1.8 | **Establish a training programme for users of ICT** | Develop an ICT training programme for the workforce to help staff obtain the skills they require and ensure that ICT is being used effectively and efficiently. | Have a training programme in place by 31st December 2013 | On track |

## 2. Development of an ICT Strategy for the City

The Council does not currently have an up to date vision for its ICT and Digital services, let alone a strategy or plan to deliver these. Develop a comprehensive ICT and Digital strategy and plan to support the needs of our stakeholders.

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|-----|-------|-------------|------------------------|--------|
| 2.1 | **Creating the ICT and digital strategy** | Create an ICT&D strategy for the Council (and the City) which is business driven and action orientated. Ensure that there is focus on engagement with all stakeholder groups in order for the Council to understand users needs and desires. | 30th November 2013 | On track |
| 2.2 | **Ensuring internal critical review of the ICT and Digital Strategy** | An important element of the strategy will be the internal critical review to ensure buy-in to the eventual strategy. | 30th June 2013 | Complete |
| 2.2 | **Ensuring external critical review of the ICT and Digital Strategy** | It is important that the strategy is critically reviewed by specialist external organisations, to ensure that it is best in class. The external review must include other parts of the public sector (for example, Audit Scotland, Glasgow City Council, NHS Scotland and Skills Development Scotland) along with a cross section of industry experts, for example, O2, BT, EMC, IBM and Gartner. | 30th June 2013 | Complete |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 2.3 | **Alignment with Business Drivers** | Ensure that the varied business drivers for the Council are understood and reflected in the objectives of the Council's ICT and Digital Strategy. Ensure that the strategy change plans are linked to the Council's key business drivers. In addition, ensure that the strategy is aligned to the Scottish Local Government ICT strategy and the recommendations of the McClelland Report. | 31st May 2013 | Complete |
| 2.4 | **Development of the ICT vision** | Develop an ICT vision for the Council. Ensure that the Vision is widely communicated, and challenged, by each stakeholder group. | 31st March 2013 | Complete |
| 2.5 | **Identification of citizen segmentation** | The Council's biggest stakeholder grouping is the citizens of Edinburgh. In order to get a better understanding of their needs and desires, complete a segmentation of Edinburgh's citizens based on available data/information. | 28th February 2013 | Complete |
| 2.6 | **Definition of the business system functions** | In order to ensure that the current state of ICT solutions is fully understood, complete an analysis of all key business solutions (current state analysis). Using this as a base, agree with the business what the future state of these business solutions should be including the identification of any gaps (future state analysis). | 1st April 2013 | Complete |
| 2.7 | **Creation of the architectural principles** | Set out the key principle of the Council's ICT architecture. | 31st January 2013 | Complete |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 2.8 | Development of the reference architecture | In order to ensure that the Council builds an ICT infrastructure that is fit-for-the-future then it must work to a set of reference architectures. Draft business reference architecture issued for comment and finalised by 1$^{st}$ April 2013. | 1$^{st}$ April 2013 | Complete |
| 2.9 | Development of the sourcing strategy | Develop a sourcing strategy that details the Council's future approach to sourcing ICT products and services. Ensure that the Council's procurement department approve the proposed strategy. | 1$^{st}$ April 2013 | Complete |
| 2.10 | Identifying the Council's ICT&D capabilities | To ensure that the Council can implement the ICT and Digital Strategy, the strategy will outline the Council's ICT&D capabilities. Where deficiencies are found these should be highlighted to management to be addressed. | 1$^{st}$ April 2013 | Complete |
| 2.11 | Defining the ICT and digital quality and standards | The ICT Strategy will be underpinned by a set of agreed quality and standards. Develop these standards in line with industry best practice. | 1$^{st}$ August 2013 | Complete |
| 2.12 | Development of roadmap | Develop a roadmap to show how the Council will move from its current ICT infrastructure to the desired new infrastructure that results from the ICT Strategy. The roadmap should be detailed but not over-complicated. | 1$^{st}$ August 2013 | Complete |
| 2.13 | Creation of storyboards | Develop a series of storyboards to aid the wide communication of the ICT and Digital Strategy and its roadmaps to both an internal and external audience. | First draft of storyboards issued by 31$^{st}$ May 2013 | Complete |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 2.14 | Production of change plan | Develop a set of detailed change plan which will guarantee the delivery of Wave 1 of the ICT&D Strategy. | First draft of change plans issued by 31st May 2013 | Complete |
| 2.15 | Publish the Strategy | Once the ICT&D strategy has been approved it will be published to the whole Council. It is clear that large report style strategies do not get widely read, so find a better, more creative, method to publish. | 30th November 2013 | Complete |
| 2.16 | Measurement and continuous improvement | The ICT&D strategy must become a living entity if the Council is to maximise the benefits that can be realised. Develop a set of measures and an approach to continuous improvement to underpin the strategy in consultation with key stakeholders. | 30th November 2013 | On track |
| 2.17 | Review of Acceptable Use of ICT Policy | Review the acceptable use of the ICT policy to ensure that it aligns with the ICT strategy and is as "future proof" as possible. | 31st May 2013 | Complete |

## 3. Refresh of the Council's ICT Infrastructure

The ICT infrastructure used to support the Council is largely outdated and unfit to support the organisation's ambitions. Systemically address all the key issues in the ICT infrastructure in order to provide a new technology platform for the Council to deliver on its vision for ICT.

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 3.1 | **Refresh of corporate end-user devices** | The desktop and laptop computers are currently over 6 years old and in many cases not fit-for-purpose. Replace circa 6000 devices in corporate with new fit-for-purpose devices. Where it makes business sense, replace desktops with laptops to improve the ability of people to work flexibly. | Complete core implementation by 30th September 2013<br><br>All deployments complete by 31st December 2013 | On track |
| 3.2 | **Refresh of end-user devices in schools** | The desktop and laptop computers are currently over 6 years old and in many cases not fit-for-purpose. Replace circa 9000 devices in schools with new fit-for-purpose devices. | Implementation complete by 30th September 2013 in schools | Complete |
| 3.3 | **Improve the schools network** | The 'bandwidth' in schools is restricting teacher's use of on-line learning aids. Increase the 'bandwidth' for the majority of schools to give much faster access to the internet and the ability to allow audio and video streaming which is currently blocked. | Implementation complete by 30th May 2014 | On track |
| 3.4 | **Deliver ICT platforms to enable home, mobile and flexible working** | Support home, mobile and flexible working through increasing mailbox sizes, increasing central storage and improving remote access. | 31st December 2013 | On track |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 3.5 | Increase mailbox sizes | Currently Council employees have a mailbox that is limited to 50MB. This is highly restrictive and causes a large amount of wasted effort and dissatisfaction with the ICT service. Upgrade mailboxes to 4GB for all employees. | 31st December 2013 | On track |
| 3.6 | Increased central storage | Currently the Council has very limited central storage space. Increase the available storage and support the records management function to get people to store information centrally. | 31st July 2013 | Complete |
| 3.7 | Remote access | The facilities available to support Council staff working flexibly (e.g. working from home) is extremely limited and not fit-for-purpose. Improved remote access for corporate staff to ensure that technology supports them to be at least as productive when working outside a Council office. | 31st October 2013 | On track |
| 3.8 | Upgrade contact central call management system | Upgrade the call management system (Solidus) to enable staff to deliver higher levels of customer service through provision of improved call handling functionality and more accurate routing to key information and resources. | 1st April 2013 | Complete |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 3.9 | **Upgrade the telephone systems** | The Council's telephony system is outdated, meaning that it is a barrier to people working flexibly, and is restricting the services that can be offered by the contact centre. Upgrade telephony system. | 1st April 2013 | Complete |
| 3.10 | **Migration of fixed telephony lines** | Migration of fixed telephony line from the current provider to the newly appointed provider by December 2013. The objective being to reduce the costs of service provision for the telephone lines. | 30th November 2013 | On track |
| 3.11 | **Upgrade ICT infrastructure for Museums** | ICT applications and infrastructures will be upgraded in the Assembly Rooms to deliver free public access WIFI, upgraded booking systems and connections onto corporate networks. Cost options will also be developed for rolling out the same solution to the Usher Hall. | 16th September 2013 | Complete |
| 3.12 | **Chip and Pin Project** | Upgrades to Chip and PIN services in City Chambers and Neighbourhood Offices, providing customers with a secure payment facility for transactions such as council tax, non domestic rates, and permits. | 26th September 2013 | Complete |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 3.13 | **Improved Collaboration** | As the Council consolidates its office estate and introduces more flexible working practices the pattern of peoples work will change e.g. people may work from home more frequently. Review the ways in which technology may be used to ensure productivity remains constant or improves during these changes. | Start pilot by 31$^{st}$ January 2013<br><br>Agree solution and plan to implement (or not) by 31$^{st}$ December 2013 | On track |
| 3.14 | **Replace printers, scanners and photocopiers in offices** | All printers, scanners and photocopiers currently used in offices are outdated and the associated service is believed to be over-priced. Procure a new service and replace all printers, scanners and photocopiers in offices with modern technology. | 31$^{st}$ March 2014 | On track |
| 3.15 | **Replace printers, scanners and photocopiers in schools and libraries** | The printer, scanner and photocopier estate in schools and libraries is not fully understood and is managed locally. It is believed that this could be replaced by a better and more cost effective service. Procure a new service to modernise the printer, scanner and photocopier estate in schools and libraries. Have the new service in place by 31$^{st}$ March 2014. | 31$^{st}$ March 2014 | On track |
| 3.16 | **WIFI programme** | Provide WIFI networks for elected members, Council staff, school pupils and public access across key council buildings. | Schools – 31$^{st}$ December 2012<br>City Chamber – 28$^{th}$ February 2013<br>Waverley Court – 28$^{th}$ February 2013 | Complete |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 3.17 | **Improve the range of devices available to support teaching** | Greater flexibility is required for Learning and Teaching establishments to use a variety of devices such as ipads and other tablets to allow innovative uses of IT in Learning and Teaching. Improve the range of devices available. | 31st March 2013 | Complete |
| 3.18 | **Email for all pupils and teachers** | Provide new cloud based email service for 50,000 school pupils and teachers allowing them to work in establishments or at home. | Pilot 30th September 2013<br><br>Commence implementation on 30th October 2013 | On track |
| 3.19 | **Generate private sector funding for devices for pupils** | Engage with suppliers and commercial organisations to generate new funding and investment opportunities for IT in schools. | 31 March 2014 | On track |
| 3.20 | **IT for the new East Neighbourhood office** | Provide new IT infrastructure for the new East Neighbourhood (Craigmillar) office. Including staff and public Wifi zones, the People's Network and flexible working areas. | 31st December 2012 | Complete |
| 3.21 | **Mobile device management** | There has been a proliferation of tablet and smartphone technology across the Council recently. In order to fully support these devices, audit them and provide them with access to Council infrastructure like network drives, a mobile device management solution is required. | 1st November 2013 | On track |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| **3.22** | **Disaster Recovery and Business Continuity** | Gain a clear understanding of where gaps exist between the Council's Business Continuity Plan and current ICT arrangements. In particular, carry out an appraisal of 'critical systems' as identified in the Council Business Continuity Plan. If gaps exist then quantify them and highlight to management. | 31st May 2013 | Complete |
| **3.23** | **Information Security** | Create an updated Security Strategy and policies, in particular developing our security models around the use of Cloud computing, mobile devices and internet access, with a view to balancing the business and security requirements. Establish an Information Security Awareness Programme to ensure that staff and management understand their responsibilities and take advantage of online training modules. | 1st May 2014 | On track |
| **3.24** | **Property moves to support Corporate Property Rationalisation programme** | Provide the necessary ICT to support the Council's property rationalisation programme for the moves for Westwood House, Chesser House, Corporate and Transactional Services, Advice Shop and Investment and Pensions. | 31st March 2014 | On track |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| **3.25** | **Westwood House Move** | Supporting the Councils property rationalisation programme this project will undertake the necessary ICT set-ups and changes to support the staff move from Westwood House. The scope of the project includes equipment moves, decommissioning of network circuits, and provisioning of ICT to staff at new locations. | 19th December 2012 | Complete |
| **3.26** | **Chesser House Move** | Supporting the Council's property rationalisation programme this project will deliver the necessary ICT set-ups and changes to enable the staff move from Chesser House. The scope of the project includes equipment moves, decommissioning of network circuits, and provisioning of ICT to staff at new locations. | 31st March 2014 | On track |
| **3.27** | **Advice Shop Move** | Supporting the Council's property rationalisation programme this project will deliver the necessary ICT set-ups and changes to enable the staff move from Advice Shop to 249 High Street. The scope of the project includes equipment moves, decommissioning of network circuits, and provisioning of ICT to staff at new locations. | 8 February 2013 | Complete |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 3.28 | **Rationalisation of business broadband** | The project will replace over 190 broadband (ASDL) lines with an Enterprise Broadband solution. The solution will reduce revenue costs each year, enable the decommissioning of non-cost effective circuits, and significantly reduce information security risks associated with the existing broadband estate. | 30th September 2013 | Complete |

## 4. Implementing fit-for-purpose core components

To ensure that the Council has an efficient and consistent implementation of its ICT solution it should have only one instance of the elements that are used by many different parts of the organization, these are called core components. Identify these core components and then implement them.

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|-----|-------|-------------|------------------------|--------|
| 4.1 | Implementing a single business authentication engine | This is required to allow businesses to securely authenticate themselves to the Council in order for them to transact with the Council on-line or via the contact centre. If possible this should be bought from a Scotland wide shared service. Select and implement a single business authentication engine. | 31st March 2014 | On track |
| 4.2 | Implement a single citizen authentication engine | In order to allow citizens to secure authenticate themselves to the Council before they transact. The authentication needs to support on-line, contact centre and face-to-face authentication. If possible this should be bought from a Scotland wide shared service. Select and implement a single citizen authentication engine. | 31st March 2014 | On track |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 4.3 | Implementing a single payments engine | The City of Edinburgh Council currently have different payments solution deployed for various business solution. If these were replaced by one solution then the Council would be able to command better commercial terms (e.g. lower commission on credit card transactions). Select and implement a single payments engine. | New online payment facility by 30th November 2013 | On track |
| 4.4 | Implementing a single gazetteer | This would provide the Council with a single source of key information on properties/addresses across Edinburgh. Review the Council's existing solution to confirm it conforms to the principles and standards of the ICT Strategy and if appropriate then adopt this as the standard solution. | 1st May 2013 | Complete |
| 4.5 | Implementing a single view of Edinburgh citizens (master citizen record) | Currently the Council has no way of seeing every interaction it has with a single citizen. This is particularly restrictive for the working of the contact centre. Implement a solution to allow this single view to be seen. | 31st December 2013 | On track |
| 4.6 | Implementing a single view of Edinburgh business (master business record). | Currently the Council has no way of seeing every interaction it has with a single business. Implement a solution to allow this single view to be seen. | 31st March 2014 | On track |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 4.7 | **Implement a single view of a property (master property record).** | Currently the Council cannot analyse what happens around a single property which makes it difficult to isolate fraud. Implement tools to allow the analysis of activity re a property. | 31st December 2013 | On track |
| 4.8 | **Review the need for a single Electronic Document Management System.** | The Council currently has multiple document management solutions both electronic and manual. Review the current landscape and decide if a single solution will deliver benefits. | Business case by 1st December 2013 | Complete |
| 4.9 | **Standardising on one GIS** | Currently the Council uses several different Geographic Information Systems (GIS) when making information available on maps. Good progress has been made in reducing the instances of GIS. Review the current plans and the case for standardizing on one GIS solution. | 31st March 2014 | On track |
| 4.10 | **Implement single sign on for key applications** | Design of a single sign-on solution to enable users to log in once and gain access to multiple (independent) systems without being prompted in again at each of them. | 31st September 2014 | On track |

## 5. Deploying fit-for-purpose business solutions

The Council currently has hundreds of IT solutions that process key business transactions – these IT solutions are called business solutions. These business solutions are vital for the smooth running of the Council but are currently being inconsistently managed. Review the Council's business solutions and ensure that they are fit-for-purpose. Where practical remove duplicate solutions and if gaps are found then work with the directorates to identify suitable solutions.

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|-----|-------|-------------|------------------------|--------|
| 5.1 | Property Conservation ICT Solution | Review the existing IT systems within property conservation in preparation for the planned redesign of services to support home owners maintaining buildings in shared ownership. | 1st April 2013 | Complete |
| 5.2 | Support the Welfare reform legislation changes | The current revenues and benefits system will not support the legislation changes for Welfare reform. The main provisions relate to the introduction across the United Kingdom of Universal Credit to replace a range of existing benefits and tax credits. Council Tax Benefit will be abolished from 1 April 2013; in its place will be a new Council Tax Reduction Scheme. Upgrade Northgate iWorld system to support these changes as part of annual Council Tax billing cycle. | 15th February 2013 | Complete |
| 5.3 | BACS Refund project | Project to support the introduction of BACS payments to customers for Council Tax and Non Domestic Rates refunds. To be completed and fully live by 4th February 2014. | 4th February 2014 | On track |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 5.4 | **Social work client personalization and self directed support** | In order to support the Health and Social Care Transformation Programme Swift requires upgrading to v27.0.2 and the implementation of the Adults Integrated Solution (AIS) module to provide enhanced functionality in order to undertake outcome focused assessments and manage individual budgets. This will be carried out in multiple phases: migration of SWIFT client management and Webroster workforce management systems and rollout of the new Adult Integrated Service (AIS). | Phased implementation from 31st July 2013 | Complete |
| 5.5 | **Replacement of the room booking system** | The project will upgrade the current Rendezvous room booking system to a new hosted solution providing by NFS Hospitality - delivering additional functionally for users, enhanced security and reducing the running costs. | 11th February 2013 | Complete |
| 5.6 | **Council-wide generic resource booking system** | The project will aim to introduce a generic council-wide online booking system for reservations of Council resources and services. The solution will be accessible to both staff members and public, and configurable to support a wide range of items such as courses, playing fields, and venues. | 30th June 2014 | On track |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|-----|-------|-------------|------------------------|--------|
| 5.7 | **Implementation of agency staff management portal (Adecco)** | Rollout of online management portal (Beeline) or agency staff to support the Adecco contract. The solution automates existing paper-based/manual administration systems for candidate searches, booking staff, and submitting timesheets. | 31st December 2013 | On track |
| 5.8 | **Upgrade of the schools catering ICT system** | Project to upgrade the Council's catering system Saffron to improve efficiency, profit margins, and gain better control of the operations. The new solution provides improved integration that automatically manages purchasing whilst updating stock management and recipe costing, to support real-time operational performance. | 24th September 2013 | Complete |
| 5.9 | **Waste Management routing system** | Project to introduce automated vehicle routing and scheduling software. The system which will benefit the service through reductions in fuel usage, vehicle wear and tear, and travel times. | 1st September 2013 | Complete |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|-----|-------|-------------|------------------------|--------|
| 5.10 | **Implementation of social housing asset management and maintenance scheduling system** | Project to deliver a new IT solution for housing asset management. The solution will integrate housing information into a central system where it can be managed as a corporate asset, maintained and reused for the benefit of multiple teams departments.  The project will reduce the number of unwarranted council house repair, enable better coordination of service staff teams, and phase out of a number of failing legacy IT systems. | 31st December 2013 | On track |
| 5.11 | **Upgrade of transport fleet management system** | Project to upgrade the Council vehicle management system, Tranman, to provide Fleet users across the Council real-time vehicle status information for the first time, which they will be able to use to optimise vehicle availability and hence minimise the use of hired vehicles. It will also better interface with the Council's ledger system giving greater financial control to Fleet Users. | 31st September 2013 | Complete |
| 5.12 | **Implementation of pilot online payment engine for school meals and trips** | A pilot of the Wisepay system for payments made to schools for uniforms, lunches, milk and excursions will be undertaken. The pilot includes 3 primary schools and 2 Secondary schools, and following an evaluation of its success may be rolled out across the learning and teaching estate. | 30th November 2013 | On track |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 5.13 | **Implement Adult Education Online course booking system** | Development of an online booking system for Community Learning & Development (CLD) to manage delivery of the Adult Education programme (AEP). The programme runs a wide variety of day, weekend and evening courses throughout the city at various venues and community learning sites. | High schools by 31st January 2014 | On track |
| 5.14 | **Exploration of options for an e-voting system for Council meetings** | Building on the success of the rollout of iPads to Councilors for accessing committee papers, work is underway to investigate options for introducing electronic voting to Council committee meetings via mobile devices. | Phased roll-out commencing on 1st December 2013 | On track |
| 5.15 | **Implementation of new building energy management system** | The Council has an extensive network of Building Management Systems (BMS) across the estate taking in around 170 operational properties. There are four (different and separate) main proprietary systems and connection is predominantly by a dial-up modem to each system. The BMS was subject to an assessment survey in 2006/2007 and this highlighted potential savings as well as the obvious operational enhancement that could be achieved by upgrading let alone replacement. Proposed to convene a BMS Procurement Steering Group to investigate options for upgrading, replacing, or outsourcing current BMS systems. | Project scoping and planning complete by 31st December 2013 | On track |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 5.16 | **Upgrade of domiciliary care rostering system** | Project to upgrade then domiciliary care rostering system, Webroster, to align it with the latest software release. The upgraded version ensures maintenance support, and improves usability, productivity and well being, which is achieved by creating familiarity and intuitiveness through use of consistent colour and icons. | 31$^{st}$ July 2013 | Complete |
| 5.17 | **Implement a new environmental Asset Management System** | Support the imProve It programme to procure and implement an environmental asset management system with the aim of providing an integrated asset and works order management system to improve productivity and provide customer focused, responsive services. | 31$^{st}$ December 2013 | On track |
| 5.18 | **Enable e-invoicing** | The Council does not currently automate its supplier invoice processing. Under the Corporate and Transactional Services (C&TS) transformation programme the Council will be implementing the ability to handle invoices electronically. Support the C&TS programme by implementing an IT solution to support e-invoicing to enable suppliers to transact electronically with the Council to reduce manual administration. | Trial invoice uploads by 30$^{th}$ November 2013 | On track |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 5.19 | Pilot new Health and Safety System | The HR department have been tasked with improving Health & Safety throughout the Council. Support HR to implement a new Health and Safety IT solution to support the management of incidents and risks, improve compliance and regulatory performance. | 1st August 2013 | Complete |
| 5.20 | Upgrade HR and Payroll system | The current HR & Payroll systems are going out of support. The Council would also like to move to a higher level of staff self service, but this is not possible with the current system.  Review the options for upgrading the HR & Payroll solution with the aim of improving the service and removing inefficiencies. Implement the new HR & Payroll solution. | 1st April 2014 | On track |
| 5.21 | Upgrade of Finance system | The version of the Financial system currently used is nearing end of life and some modules have not been implemented resulting in efficiencies. Review the options to upgrade the system and consider implementing the missing modules. | 31st December 2014 | On track |
| 5.22 | Implementation of new solution to replace PPSL | A project will be initiated in January 2014 to evaluate and, and if the business case proves viable, introduce the rollout of a new solution as a replacement of the current PPSL (Accounts Receivable) solution. | 31st December 2014 | On track |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 5.23 | **Business solution interfacing** | The Council's current approach to interfacing business solution is very outdated, resulting in a spiralling cost of ownership and complexity when changes need to be implemented. Introduce a new approach which will get this under control and lead to a reduction in the complexity and cost of change. | 31$^{st}$ March 2014 | On track |
| 5.24 | **Implement Wireless Stores system** | By building on the successful mobile solution for field workers in Edinburgh Building System, provide a wireless stores management system. | 31$^{st}$ December 2013 | On track |
| 5.26 | **New Property and Facilities Management System** | Support the iPFM programme to procure and implement an Integrated Property and Facilities Management systems to provide access to a single operational system and database to support the management of the Council's property estate. | Complete Phase 1 – 12$^{th}$ November 2013 | On track |
| 5.27 | **Integrated Pensioner Payroll System** | The project aims to deliver the implementation of an integrated pensioner payroll system. This will see the replacement of the current payroll system for pension payments. The solution will better support effective pension administration. | 31$^{st}$ October 2013 | On track |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|------|--------|-------------|------------------------|--------|
| 5.28 | **Replacement of museums collection system** | Replacement of current museums collection management system with a more effective, networked and modern collections system. The new system will have improved retrieval, reporting capabilities and be easier to use. | Options appraisal by 31st December 2013 | Complete |

## 6. Implementing a flexible engagement layer (focusing on key stakeholders)

Historically the Council has not focused on the ICT required to provide the more "casual user" with an easy to use, efficient and effective service. Address this for all key stakeholder groups, and ensure that the solution is responsive and flexible.

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|-----|-------|-------------|------------------------|--------|
| 6.1 | **Integration of electronic document management system with Jadu forms.** | Jadu forms will be integrated with Comino, the electronic document management system, to allow xml transfer of data from Jadu to Comino in order to improve efficiency by removing the need for scanning and printing. | 31$^{st}$ March 2014 | On track |
| 6.2 | **Extension of Council meeting webcasting** | Extend the Council meetings webcasting solution. The next phase will cover additional committees held in the Council Chamber for example the Petitions Committee, Neighbourhoods Committee and Education Committee. Further work will be undertaken to develop a business case for extending the solution for meetings held in the Dean of Guild room. | Business Case – 31$^{st}$ May 2013 | Complete |
| 6.3 | **Redesign and procurement of public access IT in libraries** | Provide public access to IT in libraries to enable access information on the web to help address digital inclusion and encourage people to use the overall library services. | 30$^{th}$ November 2013 | On track |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|-----|-------|-------------|------------------------|--------|
| 6.4 | **Development of the engagement layer infrastructure** | The Council's technology to make its services available on-line is incomplete and poorly designed, meaning that the Council is very slow to introduce new services or support a new technology. Review the existing engagement layer infrastructure, redesign and implement a more complete and flexible solution. | 31st March 2014 | On track |
| 6.5 | **Put a minimum of 30 key Council citizen transactions on-line** | The aim is to make the top 30 Council transactions available to citizens via the Council's website. This will mean that the citizen can transact, in an easy to use way, with the Council in real-time. | Priority transactions agreed by 1st September 2013<br><br>Implementation by 31st March 2014 | Complete<br><br>On track |
| 6.6 | **Put a minimum of 10 key Council transactions on mobile devices** | The aim is to make the top 10 Council transactions available to citizens via mobile devices. These are the top 10 that the citizen would want on mobile devices. This will mean that the citizen can transact, in an easy to use way, with the Council in real-time. | 31st March 2014 | On track |
| 6.7 | **Put a minimum of 10 key Council transactions on Smart-TV** | The aim is to make the top 10 Council transactions available to citizens via Smart-TV. These are the top 10 that the citizen would want on Smart-TV. This will mean that the citizen can transact, in an easy to use way, with the Council in real-time. | 31st March 2014 | On track |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|-----|-------|-------------|------------------------|--------|
| 6.8 | **Provide the technology to enable the Council's contact centre to be more efficient** | Replace existing outdated Contact Centre systems with modern solutions that are integrated to the Council's key business solutions to improve services delivered to citizens and business and to improve the efficiency of the contact centre. | 31$^{st}$ March 2014 | On track |
| 6.9 | **Jadu Upgrade Project** | Upgrading the Council website to provide improved functionality, extend Galaxy sites, increase security and bringing the system up-to-date with the latest version of Jadu. | Internet by 5$^{th}$ February 2013<br>ORB (intranet) by 31$^{st}$ March 2013 | Complete |
| 6.10 | **Management information/ dashboards** | There is therefore a requirement for timely, accurate and accessible management information to improve transparency and organisational agility. Implement management information/ dashboard systems making information on the Council's performance, including KPIs and operational targets available in real-time to those accountable for delivery. | Pilot implemented by 31$^{st}$ March 2013<br><br>Rollout complete by 31$^{st}$ December 2013 | Complete<br><br>On track |
| 6.11 | **Volunteering made easier** | Develop a proposal to introduce a web-based solution through which volunteers can offer their time to local organisations and local organisations or service users can book the volunteers they need based on their specific requirements. | 31$^{st}$ October 2013 | Complete |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|-----|-------|-------------|------------------------|--------|
| 6.12 | Open data | The Council already has some datasets available on-line to allow developers to make innovative uses of our data to encourage digital participation, and has recently launched a website to encourage use of the City's parks. It is planned to gather more data sets and make them accessible to all and host challenge events to encourage data sharing while working towards an open data strategy. | Strategy and roadmap by 31st December 2013 | On track |

## 7. Improving the way that the Council works with other public sector agencies through the use of ICT

The Council requires to actively work with other public sector agencies to deliver better and more efficient services. Ensure that ICT is proactively enabling this to happen in a cost effective way.

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 7.1 | **Integration with the DWP** | The Department of Work and Pensions (DWP) has developed am Automated Transfers to Local Authority Systems (ATLAS) with the aim of increasing the amount of information that can be automatically sent from the DWP to local authorities in a format that allows direct loading into local authority systems. Work with the DWP to make this programme a success for the City of Edinburgh Council. | 31st March 2013 | Complete |
| 7.2 | **Upgrade electoral registration and election management system** | Work has also been completed with Lothian Joint Evaluation Board to introduce a new election management system, EROS, which provides a fully integrated electoral registration and election management system. | 19th August 2013 | Complete |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|---|---|---|---|---|
| 7.3 | Colocation of NHS and CEC services in Wester Hailes Healthy Living Centre | Supporting the collocation of NHS and CEC services into the new Wester Hailes Healthy Living Centre. The scope of the project includes equipment moves, decommissioning of network circuits, and provisioning of ICT to staff at new locations. | 31st August 2013 | Complete |
| 7.4 | Implementation of emergency grant allocation system | Implementation of the Northgate Social Fund solution to support transfer of emergency / crisis grants service from DWP to Revenues and Benefits. | 31st March 2013 | Complete |
| 7.5 | Domiciliary care electronic time recording system | Final phase on of an electronic monitoring system project to support the management of homecare services to older people and those with physical disabilities. | 28th June 2013 | Complete |
| 7.6 | Integration of social care and NHS client management system to provide single view of patient | Deliver a new data-sharing platform to empower practitioners in the Council, NHS and other partner agencies. The project aims to enabling integrated multi-agency teams to share information on vulnerable people appropriately and securely in order to make timely and fitting actions. Work with NHS to make this programme a success. | 31st March 2014 | On track |

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|-----|-------|-------------|------------------------|--------|
| 7.7 | **Assisted Digital Programme** | Provide customers with digital skills and introduce them to accessing information and transacting with Council services through a range of platforms. This will be available as both organised and drop in sessions. | 31st March 2014 | On track |

## 8. Supporting the wider City through the innovative use of ICT

The Council has a responsibility to ensure that it supports the development of the wider city, and ICT is seen as a potential enabler for this (e.g. high speed internet access could support the development of industries). Work with other parts of the Council and external agencies to identify opportunities to use ICT in innovative ways to support the wider City. Where appropriate take responsibility for delivering these initiatives.

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|-----|-------|-------------|------------------------|--------|
| 8.1 | Connected Capital | Edinburgh's Connected Capital Programme has received an indicative award of £9m of funding to implement a number of digital projects (subject to approved business cases of the individual projects) aimed at improving connectivity in the city including:<br><br>• An outdoor wireless network<br>• Voucher scheme for Small and Medium Sized Enterprises (SMEs) project to upgrade their connection speeds to superfast or ultrafast<br>• Wireless hotspots in a number of public buildings<br>• Wireless services on public transport (both trams and buses | Outdoor wireless project complete by August 2014<br><br>Voucher scheme launched September 2013<br><br>Wireless projects in key public buildings complete by March 2015<br><br>Wireless project on public transport (trams and buses) complete by March 2015 | On track<br><br><br>Complete<br><br><br>On track<br><br><br><br>On track |

## 9. Improving contract management

The services currently delivered are not meeting the expectations of many parts of the Council. Analyse the reasons for this and address them.

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | STATUS |
|-----|-------|-------------|------------------------|--------|
| 9.1 | Refining current contracts | Review current contracts and where possible amend the contract to meet the Council's current needs. | 1st April 2013 | Complete |
| 9.2 | Improve the working relationship | Proactively work with service providers to ensure productive relationships, built on trust and openness. Achieve a marked improvement in relationships at a senior management level. | 1st April 2013 | Complete/Ongoing |
| 9.3 | Review working practices | Many of the working practices that have developed are not optimal for the Council or our service providers. Work with service providers to redesign these practices. | Key areas redesigned by 1st April 2013 | Complete |
| 9.4 | Review of resources | It is felt that the Council do not have access to the necessary resource to provide the day to day service, and to meet the Council's increasing demand for enhancements and additions to the service. This to be assessed and if necessary addressed. | 1st April 2013 | Complete |
| 9.5 | Confirm Value for Money | Review key areas of the service to assure the Council that they are receiving value for money. | Address key areas of the service by 1st April 2013 | Complete |

## 10.    Procurement of future ICT and Digital services

The Council currently sources the vast majority of its ICT solutions from one supplier. This contract started in 2001, but since then the ICT industry has dramatically changed (e.g. the introduction of Cloud computing) and therefore this approach may no longer be the optimal solution for the Council. Implement the agreed future sourcing strategy insuring that any transition from the existing contract(s) minimises the risk of disruption to the ICT service.

| No. | TOPIC | DESCRIPTION | TARGET COMPLETION DATE | % COMPLETE |
|---|---|---|---|---|
| 10.1 | Implement the sourcing strategy | As the sourcing strategy contained with the ICT Strategy is approved then implement it. This will be done in conjunction with the Council's procurement team. | Draft procurement plan issued for comment by 31st May 2013 | Complete |
| 10.2 | Plan for an exit of the current contract | The current contract comes to an end on 31st March 2016.  Carefully planning needs to be completed to ensure a smooth transition into the new vendor landscape. | Draft exit plan issued for comment by 1st November 2013 | On track |

# Corporate Policy and Strategy Committee

**10.00am, Tuesday 5 November 2013**

# Contact in the Capital – Community Communication Pilots

| | |
|---|---|
| **Item number** | 7.5 |
| **Report number** | |
| **Wards** | All |

## Links

| | |
|---|---|
| **Coalition pledges** | P33, P35 |
| **Council outcomes** | CO23, CO24 |
| **Single Outcome Agreement** | |

**Alastair Maclean**

Director of Corporate Governance

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EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

# Contact in the Capital – Community Communication Pilots

## Summary

This report addresses the key recommendations in the Contact in the Capital report agreed at Council in November 2012. Council instructed the Communications Service to carry out an analysis of communications channels and audiences and develop innovative ideas and options for investment to improve two way communications between the Council and local communities.

Since the November 2012 report, the Head of Service with responsibility for the Communications Service has left the Council and a new Chief Communications Officer started in August 2013. This new officer will lead the longer term development of the Council's communications strategy.

In developing this report the Communications Service worked with Neighbourhood Managers in reviewing existing communication channels at community level. This included discussions and a focus on "hard to reach" groups. The Appendix outlines options for pilot initiatives to improve two way communications at local neighbourhood level. The pilot options seek to harness the power of communities to reach more people more quickly, broadening the demographic reach, improving two way communications and expanding the range platforms the Council currently uses.

The potential for developing training opportunities for young people and community capacity building was also taken into account.

## Recommendations

The report recommends:

1.  that the Committee decides whether to go ahead with all of the proposed pilots, whether to proceed with only certain pilots or, to proceed with none of the proposed pilots, and to review other options;

2.  that £50k is made available for developing these pilot projects, funded by a cross charge to services based on the historic cross charge for Outlook (former Council newspaper) as stated in the Contact in the Capital report of November 2012;

3.  that the Communications Service works with Neighbourhood Partnerships, Community Councils and interested community groups and organisations to

actively support good practice, share expertise and establish sustainable community based communications initiatives; and

4. that the Committee agrees that an update report, highlighting successful community based communications initiatives, be reported annually.

## Measures of success

Selected pilot projects will be fully evaluated and reported to the Committee. Performance metrics will be established at the outset.

## Financial impact

It is proposed that the £50k costs of the pilot are cross-charged to all services on the same basis that the Council's public information newspaper (Outlook) was previously cross-charged.

## Equalities impact

Accessibility issues will be considered within all solutions with particular attention paid to difficult to reach groups.

## Sustainability impact

The continuing drive to reduce printed material has a positive environmental impact.

## Consultation and engagement

- Councillors survey (2013)
- Cross service working group
- Workshop (members and officers) to develop new ideas (August 2013)
- Edinburgh People's Survey 2012 communications questions

## Background reading / external references

- The Edinburgh People's Survey 2012
- Survey of Councillors 2013
- Mosaic Profiling Classification System
- Local Government Reputation: delivery for people LGA 2010
- NESTA UK Hyperlocal media today

# Report

## Contact in the Capital – Community Communication Pilots

### 1. Background

1.1 This report presents options for pilot communications initiatives which aim to improve the way in which the Council communicates with residents with a renewed emphasis on two way communications and local community driven initiatives.

1.2 With the Capital Coalition's commitment to a renewed focus on dialogue with communities and decision making which better reflects public opinion, Edinburgh has an opportunity to spearhead innovative communications ideas while maximising the channels already operating within communities.

1.3 As previously outlined in the report to Council in November 2012, this will require:-

- a range of communication ideas and tools;

- refocusing of resources from straight forward provision of information to enhancing and enabling two way communication at a more local level;

- strengthening of relationships and opportunities within communities; and

- ongoing flexibility to diversify and embrace new ideas and methods.

1.4 In preparing this report, guidance has been sought about current best practice in community capacity building through digital media through researching The Media Trust 360 Project and the Carnegie UK Trust – Neighbourhood News Project.

1.5 A Scotland wide Digital Commonwealth project (Funded by The Lottery Fund) is starting in October 2013 providing Community Media Cafes to encourage Citizen Journalists to cover the Commonwealth Games from a community perspective. The content from these cafes can be adapted to provide training sessions for the pilot projects described in Appendix 1.

1.6 The options outlined in Appendix 1 were selected as potential pilot projects as they met the following criteria:

- enables information to reach people more quickly or more effectively;

- offers ways for the Council to communicate with "hard to reach" audiences;

- provides two way communications – encouraging feedback and ongoing dialogue;

- provides opportunities to be adapted or replicated for use in other areas and communities;

- enhances community capacity and in particular links in to Community Council or other community based group activity; and

- adds value to an existing communications channel or uses new technology /social media to add value and save money; and

- offers opportunities for training and skills development.

## 2.   Main report

2.1   The City of Edinburgh Council has previously used a number of platforms to direct people *to* and inform them *of* Council services – including the A – Z of Council Services publication and Edinburgh Outlook, the Council newspaper. The Council decided to move the A- Z of Council Services online and the end of the contract for Outlook afforded the opportunity to look at options to make efficiency savings and refocus communications with a stronger emphasis on two way community led communications.

2.2   An analysis of existing platforms and user profile has been undertaken and has informed the selection of the proposed the pilot projects listed in appendix 1. During the analysis of existing platforms it became clear that there is a need for support and investment in new platforms and models, as technology develops, as well as to add value to existing successful community based platforms. Both traditional media channels and Hyperlocal providers (online news or content pertaining to a small geographically defined community) are usually too small to solve every news challenge in a community themselves but by developing partnerships across platforms a sustainable business model is more likely.

2.3   To help determine preferred channels for support and investment, consultation with Councillors was also undertaken in the form of a questionnaire based survey to determine what their preferred channels were and to seek their views about effective channels in the future. The results of the survey showed that 87% of Councillors from all parties used Community Councils as a preferred channel to communicate and engage with the public (in addition to email and phone) and considered this as a very effective channel to use in future. Community led channels tend to be trusted and valued by the communities they serve as the information is viewed as independent. Supporting the development of community led communications channels would therefore seem to be an effective use of a one off source of funding.

2.4   The Communications Service works with Neighbourhood Teams using their social media channels to reach communities as well as other existing channels of communication – including community newspapers, local newsletters, local websites, public events, local leaflet drops and information provided through libraries and other community facilities. Harnessing all available channels within communities will help reach a wider audience and encourage dialogue.

2.5   The shift by many to online activity and, in particular, uptake of social media and mobile technology requires a shift in emphasis within the Council to engage with

customers and members of the public in this way and to meet expectations for two way dialogue. Digital media developments are therefore the main focus of the pilot projects described in appendix 1 and these include links where appropriate to more traditional channels.

2.6 Neighbourhood managers have helped identify particular target communities for the pilot projects based on local knowledge, MOSAIC profiles (a geo-demographic classification of the population), responses from The Edinburgh People's Survey and the existence and relative effectiveness of community groups and groups of young people in the area.

## 3.  Recommendations

3.1 The report recommends:

3.1.1 that the Committee decides whether to go ahead with all of the proposed pilots, whether to proceed with only certain pilots or, or to proceed with none of the proposed pilots, and to review other options.

3.1.2 that if the decision is made to take the pilots forward, the Communications Service works with Neighbourhood Partnerships, Community Councils and interested community groups and organisations to actively support good practice, share expertise and establish sustainable community based communications initiatives;

3.1.3 that £50k is made available for developing these pilot projects, funded by a cross charge to services based on the historic cross charge for Outlook (former Council newspaper) as stated in previous reports; and

3.1.4 that the Committee agrees that an update report, evaluating the success of the pilots will be submitted.

**Alastair Maclean**

Director of Corporate Governance

## Links

| Coalition pledges | **P33** - Strengthen Neighbourhood Partnerships and further involve local people in decisions on how Council resources are used |
|---|---|
| | **P35** - Continue to develop the diversity of services provided by our libraries |
| Council outcomes | **CO23** - Well engaged and well informed – Communities and individuals are empowered and supported to improve local |

| | |
|---|---|
| | outcomes and foster a sense of community<br><br>**CO24** - The Council communicate effectively internally and externally and has an excellent reputation for customer care |
| **Single Outcome Agreement** | |
| **Appendices** | **Appendix 1** – Community Media Cafes |

**Appendix 1**

The Appendix proposes 3 pilot projects which have been developed based on the criteria below bringing together new technology with existing traditional platforms and community journalism skills.

**Criteria**

**The Pilot Project:**

- enables information to reach people more quickly or more effectively
- offers ways to reach hard to reach audiences
- provides two way communications – encouraging feedback and ongoing dialogue
- provides opportunities to be adapted or replicated for use in other areas and communities
- enhances community capacity and in particular links in to Community Council activity
- adds value to an existing channel or uses new technology /social media to add value and save money
- offers opportunities for training

**1     Hyperlocal Community News in Gorgie/Dalry (£11.5k)**

Develop a digital news and events channel and social media training programme with a particular focus on inclusion of older people.

Gorgie / Dalry – South West Neighbourhood

5. The proposed online hyperlocal platform development would deliver a new online local media / events service targeting Gorgie/Dalry and training citizen journalists in the area to publish locally themselves.

6. The particular emphasis in this community would be to build on work already underway on the award winning computer training for the over 50's initiative.

7. Working to close the digital divide, this project could provide a model with potential for replication in other areas, ensuring older people are included in two way communication with the Council and with their own community

8. The project would work closely with the recently launched Digital Sentinel in Wester Hailes and liaise with The Media Trust to fine tune

a model that follows best practice and is also in tune with the particular needs of the community.

**2**    **Community news and digital development - North Edinburgh News (£25k)**

- North Edinburgh and specifically the Forth Ward provide a good cross section of demographic profiles based on the Edinburgh residents' Mosaic Profiles and the Edinburgh People's Survey demographic profiles.

- North Edinburgh has a locally well regarded community newspaper and blog and is currently developing a website. Developing a digital platform would be a cost effective and sustainable way to enhance community led, two way communications in the area while retaining local trust in the North Edinburgh News brand.

- As with the other proposed pilot projects, best practice models and specific advice would be sought from The Media Trust.

- Forth Neighbourhood Partnership has a successful Youth Forum and the proposal is to involve young people from this and other areas of North Edinburgh in the running of the NEN and provide training opportunities in digital platform development, citizen journalist skills and social media marketing skills.

- The North Edinburgh Young People's Forum have been awarded a small community grant to support community journalism training and this pilot project could expand this opportunity to many more young people in the area.

- There are 7 Community Councils in the area covered by the North Edinburgh News. The proposal is to strengthen the Community Council and youth involvement in the North Edinburgh News and to use the platform to publicise local activities and community initiatives.

- Strengthening Community Councils as a conduit for improved two-way communications with the Council and with communities was identified as desirable through the survey of Councillors carried out in 2013.

- Community Councils have recently been through a nomination and election process and it is clear that some Community Council's would benefit from the ability to publicise their activities more widely and encourage the involvement of younger people.

**3      Digital Chronicle (working title) – Craigmillar area (£13.5k)**

- Craigmillar is an area that continues to undergo significant regeneration work with a focus not only on the physical environment, but also within education, health and well-being, employment, economy and social cohesion. The reintroduction of a local news platform would be a key enabler to help co-ordinate this work and actively involve and engage local residents.

- The local community through various Portobello & Craigmillar Neighbourhood Partnership meetings and sub-groups, and engagement exercises have identified the need for a hyperlocal media platform to help bind the community and give a sense of place and purpose, provide information about local events and service developments, and counter negative perceptions.

- The revival of a local news platform would help support some of the key messages to reinvigorate the role of Castlebrae Community High School in the heart of the community and help increase the school roll. The community's involvement in the development of a new hyperlocal digital news and events sharing platform is crucial to its success.

- The pilot project and school would support young people to take an active role in developing a hyperlocal news and events channel and provide skills in citizen journalism, photography, video and recording.

- This project would provide a useful vehicle to involve the wider community and support work to help close the digital gap that exists in some of Edinburgh's communities.

# Corporate Policy and Strategy Committee

**10am, Tuesday 5 November 2013**

# Review of Events Governance

| | |
|---|---|
| **Item number** | 7.6 |
| **Report number** | |
| **Wards** | All |

## Links

| | |
|---|---|
| **Coalition pledges** | P24 |
| **Council outcomes** | CO20 |
| **Single Outcome Agreement** | SO1 |

**Alastair Maclean**

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# Executive summary

## Review of Events Governance

### Summary

The purpose of this report is to present findings from the Review of Events Governance, seek approval for key principles which will underpin the new processes, and outline the next steps for the Review.

### Recommendations

It is recommended that the Corporate Policy & Strategy Committee:

1.      Notes the findings of the Review of Events Governance;

2.      Approves the key principles to be incorporated into revised processes, shown in appendix 2; and

3.      Notes that a further report will be submitted to this committee setting out the revised application and approval processes.  This is expected to be early in the new year.

### Measures of success

A measure of success will be a more streamlined and transparent approach to events governance.

### Financial impact

The review has involved contributions from staff mainly in Corporate Governance and Services for Communities and at no additional cost to the Council.

### Equalities impact

There are no impacts on equalities as a result of this report but an impact assessment will be undertaken as part of the review.

### Sustainability impact

None.

### Consultation and engagement

The review has included consultation and engagement with officers, elected members and external event organisers.  Further detail is provided in the report.

### Background reading / external references

Review of Events Governance – Corporate Policy & Strategy Committee 6 August 2013

Inspiring Events Strategy – [www.eventsedinburgh.org.uk](www.eventsedinburgh.org.uk)

Inspiring Events Guide – [www.eventsedinburgh.org.uk](www.eventsedinburgh.org.uk)

Festivals and Events Champion – City of Edinburgh Council 28 June 2012

Festivals and Events Core Programme for 2013/14, Proposed Investment – Culture and Sport Committee 12 March 2013

# Report

## Review of Events Governance

### 1. Background

1.1 A report was submitted to this Committee on 6 August 2013 to inform members of the intention to carry out a review of events governance and to report the outcome back to this committee. The review has been led by the Corporate Programmes Office with contributions from officers in Services for Communities and Corporate Governance and is intended to produce the following deliverables:

- a clear definition of an event for the purpose of determining when an approval process is required;

- a clear and transparent application and decision making process for approving events, which includes both forward planning for known events and suitable arrangements for unforeseen events;

- an assessment of the current charging arrangements; and

- recommendations for establishing a "one stop shop" approach for event organisers when dealing with the Council.

1.2 The purpose of this report is to present findings from the review, seek approval for key principles which will underpin the new processes, and outline the next steps for implementing the improvements.

### 2. Main report

2.1 A fact finding exercise was undertaken which included reviewing existing documentation and processes, and meeting with a variety of stakeholders to find out how the processes operate in practice, what works well and what could be improved. Stakeholder meetings included Council officers from a range of services critical to events hosting and organising, external event organisers and elected members specifically: Council Leader and Depute Leader; opposition Party Group Leaders; Convenors of Transport & Environment, Culture & Sport, Planning and Economy; and Councillors representing city centre wards.

2.2 The review specifically excluded activities which are subject to separate review but since they are related to the events process it was important to gather information on these related activities. The specific exclusions were: review of the Parks Manifesto; review of licensing processes; advance programme of events. A new charging policy was also excluded from the review but it is being

recommended that this can be taken forward within the next phase of improvement.

2.3 Draft findings were discussed with the Council's Events Management Group (consisting mainly of Council officers) who are supportive of the improvements being recommended and are already focused on taking them forward subject to agreement of the governance principles set out in appendix 2.

2.4 In general the review has found that there is evidence of good practice but there is a lack of consistency and transparency in how the Council deals with events. There was a high level of agreement among those interviewed as to the suggested areas for improvement. The detailed findings are shown in appendix 1 and have been grouped into the following headings:

- policy & strategies which support event promotion and delivery;

- arrangements for consultation and engagement;

- core application and approval processes;

- forward planning and timelines;

- information and guidance for event organisers;

- charging arrangements; and

- the various officer groups which support event promotion and delivery.

2.5 The review found that the following arrangements work well and should continue to feature and be strengthened in any new arrangements:

- the Council has recognised the importance of events to the city which is reflected in: the Events Strategy: the appointment of a Festivals & Events Champion; allocation of funding to events; and success in attracting new events;

- the Council approves a core programme of Council supported events for the forthcoming year;

- the Events Planning Operational Group (EPOG) is held in very high regard by everyone who was interviewed and is considered to be an example of superior practice; and

- Officers have a "can do" approach to supporting events and are highly experienced.

2.6 The review found scope for improvement in relation to the following.

- the Council deals with a wide range of events but there is no clearly defined set of categories which would then be used to determine the application and approval process which should be followed;

- the Parks Manifesto has had a positive impact on the utilisation of parks and greenspaces but there is no equivalent for other high profile public spaces where there may be competing demands;

- consultation tends to take place in association with statutory functions which means that views on the principle of holding particular events which impact on a range of stakeholders are not sought early enough in the process;

- local members are not informed of events in their area in a consistent and timely manner;

- separate application and approval processes exist and they are not fully documented;

- there is no central database or co-ordination point covering the full range of events;

- timelines are not aligned particularly when a range of statutory approvals are required such as licensing and road restrictions;

- there is no clear charging policy covering all categories of event and services provided by the Council – opinions were fairly consistent that this should be based on full cost recovery with concessionary arrangements; and

- the Events Management Group should be strengthened and have a greater focus on strategy and managing risks, issues and dependencies across the events programme.

2.7    A number of workstreams have been identified to address these weaknesses.  In discussion with the Events Management Group it was agreed that the priority workstreams are to define events within categories and to review and document the processes associated with each of those categories.  Work has already commenced with the assistance of process review experts currently working in the Council.

2.8    In order to assist the process review elected members are asked to approve a core set of principles to be adopted and incorporated into the detailed process maps which will emerge.  The proposed principles are shown in appendix 2. Members are asked to note the principle 5 would shift reporting on the programme of events from Culture and Sport Committee to Corporate Policy & Strategy Committee.  This is to recognise the support required across the Council to support events in the city.

2.9    Once the process review is complete it is envisaged that future workstreams will include:

- revising the Events Strategy;

- documenting roles and responsibilities between officers, elected members, committees and event organisers;

- establishing a consultation and engagement protocol;

- considering how to ensure greater transparency, consistency and assessment of stakeholder impact, when taking decisions about events on key public spaces;

- revising the application form;

- improving the website and central database of information;

- establishing a comprehensive charging policy; and

- workforce planning to ensure the continued availability of suitably skilled staff.

2.10 A further report will be brought to this committee setting out the revised application and approval process once the review is complete.

## 3. Recommendations

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

3.1.1 notes the findings of the Review of Events Governance;

3.1.2 approves the key principles to be incorporated into revised processes, shown in appendix 2; and

3.1.3 notes that a further report will be submitted to this committee on 25 February 2014 setting out the revised application and approval processes.

**Alastair Maclean**

Director of Corporate Governance

**Mark Turley**

Director of Services for Communities

## Links

| | |
|---|---|
| **Coalition pledges** | **P24** – Maintain and enhance support for our world famous festivals and events. |
| **Council outcomes** | **CO20** – Culture, sport and major events – Edinburgh continues to be a leading cultural city where culture and sport play a central part in the lives and futures of citizens. |

| | |
|---|---|
| **Single Outcome Agreement** | **SO1** – Edinburgh's economy delivers increased investment, jobs and opportunities for all. |
| **Appendices** | **Appendix 1** -Review of Events Governance – Findings and Areas for Improvement |
| | **Appendix 2** - Key Principles to be incorporated into new events application and approval processes |

**Appendix 1 – REVIEW OF EVENTS GOVERNANCE – FINDINGS AND AREAS FOR IMPROVEMENT**

| | | What works well? | Scope for improvement |
|---|---|---|---|
| 1. | Policy & Strategy | <ul><li>The Council's Events Strategy (2007) recognises the importance of events and sets out intended outcomes and assessment criteria.</li><li>The Strategy guides the annual programme of events which are supported by the Council.</li><li>A Parks Manifesto has been agreed which governs the permitted utilisation of parks and greenspaces in the city.</li></ul> | <ul><li>The Events Strategy is being updated and this provides an opportunity to strengthen the positioning of events within the Council and identify new opportunities.</li><li>There is no common definition of an event which reflects the fact that there are a range of event categories. The Council would benefit from having a firm definition for each category which would guide other aspects of the events process.</li><li>There is no equivalent of the Parks Manifesto for other high profile public spaces.</li><li>There is a lack of common branding.</li></ul> |
| 2. | Consultation & Engagement | <ul><li>Consultation and notification arrangements are in place for specific aspects of the events approval processes, e.g. licensing, roads closures.</li><li>The Festivals & Events Champion is consulted on Council supported events.</li><li>Elected Members and relevant officers have access to the detailed calendar of events on the EPIC system.</li><li>EPOG (Events Planning Operational Group) provides an excellent forum for close engagement between organisers, Council and other agencies in relation to specific events.</li></ul> | <ul><li>There is no formal consultation with elected members or stakeholders such as business and residents, on the principle of hosting larger events which may be contentious.</li><li>Local members are not informed of events in their area on a consistent and timely manner.</li><li>There is a low level of awareness of information on the EPIC system</li></ul> |

| 3. | Core application and approval processes | • A documented process is used for the core programme of festivals and events which allows for escalation to committee when appropriate.<br>• Committee approvals are sought in accordance with the Council's Scheme of Delegation.<br>• The core programme of events which the Council supports is agreed by the Committee for the year ahead.<br>• The role of the Festival & Events Champion is clear and has been approved by Council. | • Separate processes exist, they are not properly documented, and interfaces with other processes are not clear.<br>• The powers of the respective committees mean events which require a suite of approvals cannot go ahead unless they are all in place.  This can appear disjointed and be difficult for organisers to navigate. Confusion may also arise around when an event has complete approval.<br>• The majority view of elected members is that the approval process is not transparent and it is not always clear who has authority to approve events.  This probably reflects the lack of properly documented processes for each category of event. |

| 4. | Forward Planning and timelines | • A calendar of events is maintained on the Council's Events website and officers and elected members have access to more detailed information on the website. | • There are separate forward plans held by separate services – whilst this may serve the needs of individual services it would be better to have one comprehensive database.<br>• There is a low level of awareness of the calendar information already available on the website.<br>• Timelines are not aligned particularly when statutory approvals are required. E.g. TTRO requires 8 weeks but event applications require just 4 weeks' notice.<br>• Special arrangements are not documented for applications which require to be processed at late notice.<br>• The majority of events are repeated and there is an opportunity for the Council to initiate the application process thereby having greater control over the timeline. |
| --- | --- | --- | --- |
| 5. | Information and Guidance for event organisers | • Comprehensive advice and information is provided on the website.<br>• EPOG is held in high regard by event organisers and provides a forum to discuss and agree the details of specific event with input from all interested agencies.<br>• Lead officers are assigned to all Council supported events and those which require public safety input. | • There is a low level of awareness of the information available on the website.<br>• Organisers, particularly those who are inexperienced, can find the process daunting and do not always appreciate the costs involved. |

| 6. | Charging arrangements | • Council provides funding to support the core programme of events and to bring new events to the city.<br>• Feedback from major event organisers interviewed was that the level of charges is broadly in line with other cities. | • Charging arrangements differ according to type of event.<br>• There is a lack of transparency.<br>• There is no clear policy regarding the extent of cost recovery and concessionary arrangements. |
|----|-----------------------|----|----|
| 7. | • Events Management Group<br>• Events Planning Operational Group<br>• Major Events 2012/14 Corporate Working Group<br>• City Wide Transport Management Group | • Events Management Group exists to support delivery of the Events Strategy and brings together different services of the Council.<br>• EPOG exists to support delivery of specific events and is universally highly regarded and a model of superior practice bringing together Council, agencies and event organisers.<br>• Officers have a "can do" approach to supporting events in the city and are highly experienced. | • EMG does not have a formal reporting/escalation route.<br>• EMG should have a greater focus on strategy and managing risks, issues and dependencies across the events programme.<br>• EMG, with its membership of experienced officers, has the potential to ensure a more joined up approach and identify issues at an early stage.<br>• Attendance at EMG and EPOG is inconsistent.<br>• The relationship between EMG and the other groups needs to be clarified with a view to removing duplication. |

**Appendix 2 – KEY PRINCIPLES TO BE INCORPORATED INTO NEW EVENTS APPLICATION AND APPROVAL PROCESSES**

1. There will be a single point of co-ordination for all event applications supported by a single database.

2. Event applications will be assessed against the criteria contained in the Council's Events Strategy.

3. Event applications which require the use of public space will be assessed in accordance with policies and regulations associated with the use of the space, e.g. planning, licensing, parks utilisation.

4. Consultation and/or notification will take place with local stakeholders and elected members as early as possible to obtain views on the principle of holding specific events.  This will be in addition to consultation required as part of any regulatory process.

5. "In principle" approval of the Corporate Policy & Strategy Committee will be required for events which require funding and non funded events which are new and are likely to have a significant impact on stakeholders or the Council's reputation.  Approval will be subject to any other regulatory agreements.

6. Local members will be notified of events in their area at the earliest point.

7. When a bid is being made for a new event which requires to be treated confidentially this will be delegated to the Director of Corporate Governance in consultation with the Festivals & Events Champion and other relevant Convenors, with a report being brought to Corporate Policy & Strategy Committee in due course.

8. Applicants will be advised of timescales to process applications.  In the event that applications need to be fast-tracked the process will set out the delegated authority arrangements.

9. Council officers and agencies will work together to enable events to succeed, explore wider opportunities and minimise any negative impact on stakeholders.  This will be achieved through a strategic role for the Events Management Group and an enabling role for EPOG.

10. There will be a comprehensive charging policy for Council services.  This will be based on full cost recovery with concessions of up to 100% depending on the category of event and the circumstances of the organising body.

11. Common branding will be applied to all strategic and operational documentation.

# Corporate Policy and Strategy Committee

**10.00am, Tuesday 5 November 2013**

# Gaelic Language Plan 2012/2017 – Progress Report 2012/2013

| | |
|---|---|
| **Item number** | 7.7 |
| **Report number** | |
| **Wards** | |

## Links

| | |
|---|---|
| **Coalition pledges** | P35 |
| **Council outcomes** | CO26, CO27 |
| **Single Outcome Agreement** | SO1 |

**Alastair D Maclean**

Director of Corporate Governance

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# Executive summary

## Gaelic Language Plan 2012/2017 – Progress Report 2012/2013

### Summary

Following extensive consultation and development work the City of Edinburgh Council's Gaelic Language Plan (GLP) 2012/2017 was approved by the Policy and Strategy Committee on 4 September 2012.

This report highlights the progress that has been made to deliver the key commitments and agreed actions identified in the plan.

Overall good progress has been achieved in implementing the actions in the GLP across all the themes. The development of the new Gaelic primary and nursery school, Bun-sgoil Taobh na Pàirce in Bonnington has been completed on time and within budget.

### Recommendations

The Committee notes the progress that has been made to deliver the agreed actions of the City of Edinburgh Council's Gaelic Language Plan 2012/2017.

### Measures of success

The progress achieved in implementing Edinburgh's GLP 2012/2017.

The legislative duties outlined in section 5(1) (a) of the Gaelic Language Act (Scotland) 2005 are met.

### Financial impact

No new budget allocations have been used to deliver elements of this plan other than those pertaining to educational facilities (detailed in reports agreed by Council on 27 October 2011). The Council aims to deliver the Gaelic Language Plan using existing mainstream financial resources efficiently and to maximise outcomes through effective and productive partnership activity.

### Equalities impact

The progress that has been made in implementing the agreed actions of the Plan demonstrate that the Council is meeting its public sector equality legal duties to advance equality of opportunity and foster good relations. There is no relevance to the other duty to eliminate unlawful discrimination, harassment and victimisation.

### Sustainability impact

There is no major sustainability impact arising from this report. A former school has been refurbished to deliver Gaelic primary and nursery education, and the incorporation

of a bi-lingual approach to communications and signage will only be undertaken when replacing existing signage, stocks and items.

## Consultation and engagement

Since 2008, following the notification of its statutory requirement to produce a Gaelic Language Plan, the Council has carried out extensive public consultation on the plan. Draft versions of the plan were regularly updated to reflect the feedback of these consultation exercises.

## Background reading / external references

- Policy & Strategy Committee: Gaelic Language Plan 2012/2017, 4th September 2012

# Report

# Gaelic Language Plan 2012/2017 – Progress Report 2012/2013

## 1. Background

1.1 In June 2008 the Council was notified by Bòrd Na Gàidhlig (the Bòrd) of its statutory requirement to produce a Gaelic Language Plan (GLP) for Edinburgh and to carry out a public consultation on the draft Plan.

1.2 The Bòrd was established in 2006 as a result of the Gaelic Language (Scotland) Act 2005 and is accountable to, and directly funded by, Scottish Ministers. It is responsible for developing the Plàna Cànain Nàiseanta Gàidhlig 2012-17 (the National Gaelic Language Plan 2012/17).

1.3 The Gaelic Language Plan 2012/2017 (GLP) was approved by the Policy and Strategy Committee on 4 September 2012. In accordance with the section 5(1)(a) of the Gaelic Language Act (Scotland) 2005 the Bòrd approved the Plan on 18th September 2012.

## 2. Main report

2.1 Since it was approved in September 2012 good progress has been made to implement a number of the actions specified in the GLP. The majority of projects are progressing well and few barriers have been identified. Appendix 1 provides a glossary of terms and abbreviations and Appendix 2 presents a breakdown of the GLP actions and the progress which has been made against each of them.

2.2 On 16 August 2013 the new Gaelic nursery and primary school, Bun-sgoil Taobh na Pàirce in Bonnington opened its doors, on time and within budget. A preview visit to the new school was organised for the Evening News in early August and a media photocall was held to promote the first day at the new school. This achieved widespread media coverage.

2.3 The school was officially opened on 25 September 2013 by Dr Alasdair Allan, Minister for Learning, Science and Scotland's Languages and the GLP was officially launched by Councillor Brock, Deputy Lord Provost. Key representatives from across the city who were involved with the development of the school were invited to attend.

2.4 In total 215 children have enrolled at the school, significantly more than anticipated. The P1 intake has almost doubled since last year. The school

comprises a significant number of children from multi-lingual and different ethnic background families alongside those with historic connections to Gaelic.

2.5    A new partnership has been established with Newbattle Abbey College who are now running courses for parents with nursery age children and offering Gaelic courses for adults more widely.  A Gaelic Co-ordinator has been appointed by the College to support this work. This strengthens Gaelic in Adult learning and meets the ongoing demand for this leaning in Edinburgh.

2.6    The Gaelic Implementation Group has been established and is comprised of elected members, Council Officers and Community representatives including Newbattle College, Comann nam Pàrant (Parents of children in Gaelic Medium Education) and the Gaelic Community Development Officer (post now vacant). The group meets on a quarterly basis.

2.7    A Gaelic website was launched by the Gaelic Community Development Officer prior to her departure from office. Consideration has also been given to the use of the Janitor's house at the new Bun-sgoil Taobh na Pàirce school, as a new Gaelic Community office.  Funding to bring the house up to the necessary standard is being identified.

2.8    Seinn aig and leabharlann (Sing in the library) is taking place in Leith and Blackhall libraries and a formal launch and promotion of the sessions is planned. A selection of Gaelic books for children is being developed in Leith library and there is a focus on the promotion of literacy in parents' languages as well as closer general school curricular links to library events/stock promotion.

2.9    Opportunities for appointing a Gaelic Arts Officer to implement the Gaelic Arts Strategy are being considered with the Bòrd na Gàidhlig, Comunn na Gàidhlig and Creative Scotland.

2.10   The next available date for the national Mòd to be held in Edinburgh would be 2023/2024. It has been proposed that a traditional arts festival could take place at the same time. This 10 year wait is due to a service level agreement which agrees to take the Mòd to a venue in the Highland Council and Argyll and Bute every three years and to the Western Isles Council every fifth year.  This leaves a free year every fifth/sixth year for other councils.

2.11   Straplines have been translated into Gaelic and staff are encouraged to include them on emails and Gaelic related materials.

2.12   Costs have been sought on a Gaelic translation of the City of Edinburgh Council sign on the front of Waverley Court and for internal signage within the main council buildings.

## 3.    Recommendations

3.1    The Committee notes the progress that has been made to deliver the agreed actions of the City of Edinburgh Council's Gaelic Language Plan 2012/2017.


## Alastair D Maclean

Director of Corporate Governance


## Links

| | |
|---|---|
| **Coalition pledges** | **P35** - Continue to develop the diversity of services provided by our libraries |
| **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** | **Appendix1** : Glossary of Terms and Abbreviations |
| | **Appendix 2**: Progress update on the actions in the Gaelic Language Plan, September 2013 |

## Appendix 1: Terms and Abbreviations

| Abbreviation | Individual/Group |
|---|---|
| AAA | Ainmean-Àite na h-Alba (Gaelic Place names of Scotland) - inter-authority partnership |
| BnaG | Bòrd na Gàidhlig |
| Bilingualism Matters | University of Edinburgh research group working on language development and bilingualism in children and adults |
| Bothan | Monthly Gaelic contemporary and traditional arts club |
| Bunsgoil / Tollcross | Tollcross Primary School offering GME |
| CEC | The City of Edinburgh Council |
| CLAD-RG | Community Learning and Development Review Group |
| CLD | Community Learning and Development |
| Clì | Clì Gàidhlig |
| CnaG | Comunn na Gàidhlig |
| CnP | Comann nam Pàrant |
| CnP (N) | CnP (Nàiseanta) |
| Coimhearsnachd | The Gaelic Community |
| Community | The Gaelic Community, same as Coimhearsnachd |
| CPD | Continuous Professional Development |

| | |
|---|---|
| EGI | Edinburgh Gaelic Initiative - Iomairt Ghàidhlig Dhùn Èideann |
| EGP | Edinburgh Gaelic Partnership |
| EU | Edinburgh University |
| GAT | Gaelic Awareness Training |
| GCDO or EGI-DO | Gaelic Community Development Officer (old and new titles) |
| GDO | CEC Gaelic Development Officer |
| GEDG | Gaelic Education Development Group |
| GEFS | Gaelic Education Feasibility Study |
| GIG | Gaelic Implementation Group |
| GLP | Gaelic Language Plan |
| GLPS | Gaelic Learners in Primary School |
| GME | Gaelic-medium Education |
| GWG | Gaelic Writing Group - preparation of GLP |
| PnE | Pròiseact na Ealan |
| SPNS | Scottish Place Names Society |
| QIO (Lang.) | Quality Improvement Officer (Languages) |
| Ùlpan | Rapid fluency method of teaching Gaelic |
| www.duneideann.net | Community website |

**Appendix 2: Progress update on the Actions in the Gaelic Language Plan, September 2013**

<u>**Key**</u>

**Green√ =**    **Completed**

**Green=**    **Project progressing well, no barriers to progress**

**Amber =**    **Project progressing ok, but some barriers to progress**

**Red =**    **Action stalled, significant barriers to progress**

## A. Language Acquisition

## Gaelic in Education - Update

The number of GME primary school children in Edinburgh has more than doubled in eight years (60 in academic year 2002/3; 156 in 2010/2011), and current nursery numbers indicate that this growth is likely to continue. In the short term this will be addressed through the formation of composite classes at Tollcross Primary School in 2011/12. In the long term this will addressed by the establishment of a dedicated primary school and nursery at the Bonnington primary school site. The National Plan also identifies the importance of increasing the numbers of young people learning Gaelic within an English medium education. The Gaelic Learners in Primary School (GLPS) initiative has been successful in Edinburgh with 306 children currently receiving GLPS

| Action | Lead | Timescales | Progress in 2012/13 | Red/Amber/Green Assessment |
|---|---|---|---|---|
| 1 Deliver (on time and within budget) the opening of the new primary and nursery school at Bonnington primary school site. | Children &Families Schools | August 2013 | The new Gaelic nursery and primary school, Bun-sgoil Taobh na Pàirce opened on 16th August 2013. It was completed on time and to budget. | Green√ |
| 2 Undertake publicity campaigns about the new | GDO / GEDG Years | Planning year 1 Implementation year 2 | In early August a preview visit to the new school was organised for the | Green |

| | | | | |
|---|---|---|---|---|
| school through Council early-years related facilities, Council magazines and newsletters, local press, Bounty Packs/NHS, etc. | CEC Communications Bilingualism Matters NHS Lothian Community Groups | to year 5<br><br>Gaelic Specific Grant (GSG) funding in place | Evening News.<br><br>A media photocall was held to promote the first day at the new school on 16th August which achieved widespread media coverage.<br><br>The official opening of the school and the launch of the Gaelic Language Plan was held on 25th September 2013 | |
| 3 Identify potential means of expanding pre-school GME capacity across the city. | GDO GEDG Private childcare providers Croileagan :- Tollcross Committee and Corstorphine Committee | Partnership with private sector investigated from year 2 to accommodate potential rise in interest in enrolling children in GME at pre-school stage.<br>No additional costs to CEC – GDO staff time only | | |
| 4 Work towards the inclusion of the desirability of Gaelic language skills for staff involved in GLP implementation and non teaching staff in GME schools and early years services | Ch&Families Early GIG / HR | From year 2 | Language classes are provided for staff on weekly basis. Established in year 1 and ongoing. | Green |
| 5 Monitor Gaelic admission statistics and review GME uptake. | GDO / GEDG | One monitoring meeting per year from year 1 | Admission statistics monitored in year 1. 100% increase in P1 admissions 2013/14 | Green |

4

| 6 Assess future delivery models for Gaelic education at secondary school level and develop appropriate options. | GDO / GEDG | Year 1 to year 5 | Ongoing consideration is being given to GME in secondary schools with a view to developing a strategy for the sustained development of GME in this sector. | Green |
|---|---|---|---|---|
| 7 Range of Gaelic information materials to be produced and provided to parents and students through transition and induction programmes, and at subject choice stages. | GDO / GEDG Secondary school: Gaelic and senior staff CnP | Year 1 - key staff identified and equipped to provide the necessary information Year 2 to 5 – programme implementation | Information materials gathered and distributed to pre-three parents on GME and Gaelic language. Transition programmes are being developed in Bun-sgoil Taobh na Pàirce for all levels. | Green |
| 8 Consider additional curriculum provision taught through Gaelic for current high school classes. | GEDG Secondary school: Gaelic and senior staff | Implementation started GSG funded | Additional teacher recruited in James Gillespie's High School in order to increase the number of subjects available through the medium of Gaelic. | Green |
| 9 Support the development, in co-operation with CnP, of increased extra-curricular activities through Gaelic. | GEDG Secondary school: Gaelic and senior staff CnP Gaelic CDO | Year 1 - staff, accommodation and other resource support in place GLAIF funding | Partnerships already being established with private sector and colleges to provide wraparound care in school and weekend family activities. | Green |
| 10 Continue to raise status of GME across the whole school campus through Gaelic cultural and arts events. | GDO / GEDG Secondary Gaelic/senior staff | Increased Gaelic cultural contributions in events from yr1; | A successful event, RANNSAICH: Ealain Anns A'Coille ran from January to February 2013. Artists lead 12 workshops, 6 in each primary school. The first three days in each school consisted of visits to parks, woodlands, museums and learning centres in their local areas. Plans are in place to develop a bilingual learning pack which | Green |

| | | | will be made available to all schools across Scotland. | |
|---|---|---|---|---|
| 11 Assess the potential impact of the introduction of appropriately qualified Gaelic speaking nursery support workers at the GM nursery; assess progression routes to full nursery nursing status. | GDO / GEDG HR Children & Families Early Years | Year 2 Any implementation within existing staffing and training budgets | There are few trained pre-school staff. A review of early years is being carried out by the BnG and a final draft of the findings is expected to be available in Autumn 2013. | Green |
| 12 Publicise advantages of GLPS among head teachers through cluster meetings of secondary and associated primary schools | GDO / GEDG CEC QIO (Lang.) Peripatetic GLPS post | In place; ongoing Funded through Scottish Government GLPS funding | | Green |
| 14 Continue with annual training of primary teachers in GLPS, to reinforce cluster provision | GDO / GEDG CEC QIO (Lang.) Peripatetic GLPS post | In place / ongoing. Contributions made to development of nationally approved materials | | Green |
| 15 CEC to input into the production of nationally approved Gaelic educational materials | GDO / GEDG CEC QIO (Lang.) Peripatetic GLPS post | In place: year on year increase in staff and schools able to offer GLPS | | Green |
| 16 Teachers supported to attend annual national GME Conferences | QIO (Lang.) / GEDG Schools, staff National forum | In place; ongoing - conference outcomes shared with QIO and any action taken to improve impact on pupils. | | Green |

## Gaelic in the Home

Research identifies inter-generational transmission as fundamental to the survival and growth of a language. The National Plans and the 2010 Action Plan recognise this and identify inter-generational transmission as an important element in increasing the number of fluent speakers.

Research by this Council indicates that inter-generational transmission is particularly low in families where only one parent has fluency in Gaelic. More recent research from Glasgow reports that that 80% of their Gaelic School pupils do not have Gaelic as the home language of their family and that Gaelic speakers mostly speak English at home. These findings could have important policy implications for targeting information, support and resources.

| | | | | |
|---|---|---|---|---|
| 1 Establish baseline levels of Gaelic usage in GME homes, with reference to levels of fluency and uptake of learning opportunities | GEDG EGI - Development Officer Bunsgoil CnP | Year 1 - baseline survey Years 3 and 5 - monitor change | Take up figures on the Gaelic courses offered in the City are being recorded. 87 enrolled in September 2012.  There is limited demand in Edinburgh (compared to the West) so courses are tailored to reflect this. | Green |
| 2 Provide information/publicity on local, national and on-line opportunities to learn and use Gaelic | GEDG / CnP EGI - DO CEC's CLDO Schools and adult learning partners Bilingualism Matters | CEC - see Adult Learning Other partners - through their plans for Adult Learning; two publicity initiatives per year; biannual events years 2 and 4 | Newbattle College have been running courses for parents with nursery age children in the last year. Discussions are being held on providing courses to parents in the new school during school hours as this would avoid the need for crèche facilities. The College and CEC are planning a Gaelic Family event for families involved in GME. In November families will be invited to contribute to the Gaelic Language and cultural elements of the 'Christmas at Newbattle' event. | Green |

| 3 Ensure Gaelic information is in Bounty Packs | CEC | In place since 2009. To be continued. | Leaflets are to be updated to include information on the new school. | Amber |
|---|---|---|---|---|
| 4 Establish voluntary database of GME and ex-GME students, and other young Gaelic speakers; circulate information on Gaelic activities | GEDG<br>GCDO<br>GME Schools<br>Arts and community groups<br>Ùlpan / Clì<br>CnP<br>EGI<br>Bilingualism Matters | Database established year 2<br><br>Regular mailings years 3 to 5 | | |

## Gaelic in Adult Learning

There has been historical ongoing demand for adult Gaelic language learning in Edinburgh. This demand has been met through flexible partnerships between the Council's Community Learning and Development (CLD) and other partner providers.

| 1 Liaison with adult learning delivery groups and partners; participation in CLD Review Group | Community Learning and Development Officer (CLD)  GEDG GCDO | Ongoing: liaison with other authorities on CLD & access to national initiatives, e.g. family learning / tutor training | Newbattle College have agreed to run Gaelic courses for adults from September 2013. A Gaelic Coordinator has been appointed. | Green |
|---|---|---|---|---|
| 2 Work towards co-ordinated city wide provision; avoiding duplication of services | CLD Officer<br>GCDO<br>Clì Gàidhlig<br>Ùlpan | From year 2 - balance of levels to supply progression from beginners through to certification | | |

| | | | | |
|---|---|---|---|---|
| 3 Provide adult tutors with training courses to improve skills and competences. | CLD Officer | Ongoing | | Green |
| 4 Provide links to these and other Gaelic learning providers in Edinburgh on the Council's new website's 'Gaelic in the Community' page | GIG | From Year 1 | The Council's Gaelic website is currently under development. | Amber |

## Gaelic for Council Staff

As a major employer of staff in the city, the Council has a number of opportunities to advance the learning of Gaelic amongst interested and relevant staff.

| | | | | |
|---|---|---|---|---|
| 1 Audit of Council staff to determine Gaelic speakers, readers, writers and (potential) learners | GIG | Early in year 1 | The staff audit has been delayed due to the heavy workload involved in establishing the Gaelic school over the past two years. Now that this is coming to completion the audit will become a priority. | Amber |
| 2 Gaelic Awareness Training (GAT) offered to reception and call centre staff, and those involved in GLP implementation | GIG | From year 2 | | |
| 3 Provide Ulpan courses as an open opportunity for Council staff | **GIG** Ulpan | Free Ulpan classes in year 1 GSG / CPD Ulpan funded years 2 to 5 | Ulpan courses are available to staff | Green |

| | | | | |
|---|---|---|---|---|
| 4 Work with the Scottish Parliament, Glasgow City Council and partners to develop, deliver and maximise learning resources for Gaelic in the workplace | **GIG**<br>Ulpan | From year 2 | | |

## B. Language Usage

## Gaelic in Communities

There are around 6,000 people in Edinburgh who understand Gaelic and the range and number of Gaelic-medium community activities has increased over the years. The Council will continue to work with the community and partners to maximise opportunities for Gaelic activities through productive partner activity and efficient use of resources.

The use of Gaelic at the initial point of contact with a public authority can increase the visibility and prestige of the language. The Council recognises the importance of creating opportunities for the practical use of Gaelic in some everyday situations and will move towards increasing its level of provision in this area.

| | | | | |
|---|---|---|---|---|
| 1 Establish Gaelic Implementation Group (GIG) | Coimhearsnachd<br>CnaG<br>GCDO<br>Edinburgh Gaelic Partnership<br>CEC | Initial meetings with EGI steering group and the Gaelic Writing Group (GWG) in March and June 2010; will continue quarterly with GWG / GIG Ongoing | The Gaelic Implementation Group has been established and meetings are held on a quarterly basis. The group is comprised of elected members, Council officers and Community representatives. | Green√ |
| 2 Develop Gaelic-medium social provision for young people, based around GME activities | GCDO<br>GEDG<br>CnP,<br>Bothan<br>Coimhearsnachd | Years 1 and 2 - support for CnP's Gaelic-club project Years 3 to 5 - review and revise  project | The council is interested in going into partnership with as many community groups as possible to expand the availability of both the language and culture for interested parties in the city. | Green |

| | | | This will be a long term project and will be dependent on identifying and meeting the requirements of the community. | |
|---|---|---|---|---|
| 3 Develop Gaelic medium community activities | CEC | Years 1 - 3 | Discussions are being held on how best to bring the Gaelic community together as a whole rather than continuing as disparate communities of interest. | Amber |
| 4 Develop Gaelic information network | GIG<br>GCDO | From year 1 | A website has been launched by the GCDO to promote Gaelic events in the community. | Green |
| 5 Investigate development of current Gaelic community office as a meeting place and seek resources for a new location if the need is identified. | GIG<br>GCDO<br>Coimhearsnachd<br>Edinburgh Gaelic Partnership<br>CnP<br>Edinburgh Libraries Service | Room at Fountainbridge library currently used by community | Consideration has been given to the use of the Janitor's house at Bun-sgoil Taobh na Pàirce. The Community Development Officer agreed to investigate further however this post is now vacant. The CEC Gaelic Development Officer is now progressing this and funding is being identified to bring the house up to the necessary standard for public use. | Green |
| 6 Investigate further use of community rooms in libraries for community activities. | GIG<br>GCDO<br>Coimhearsnachd<br>Edinburgh Gaelic Partnership<br>CnP<br>Edinburgh Libraries Service | From year 1 | Seinn aig and leabharlann (Sing in the library) has started in Leith and Blackhall Libraries. Open sessions are initially being held to gauge which age groups are most appropriate to target. Once the age groups are known a launch of the sessions is planned along with more formal promotion. | Green |

| 7 Ensure the addition of Gaelic books to Bookstart packs and work with libraries to stock Gaelic titles | GEDG GIG CnP Comhairle nan Leabhraichean Publishing Scotland Edinburgh Libraries Service | In place - 2009 Nead na Gàidhlig, the Gaelic Nest, giving access to children's Gaelic books in two city libraries - in place 2009 Research from year 2; Implementation from year 3 | A selection of Gaelic books for children is being developed in Leith library as well as general Gaelic stock. There is a focus on both the promotion of literacy in parents' languages as well as closer general school curricular links to library events / stock promotion. | Green |
|---|---|---|---|---|

## Gaelic In the Media

The media has the potential to raise the profile of Gaelic and to bring the language into many areas of people's lives. Gaelic in local media can help Gaelic speakers who are unaware of, or not involved in, Gaelic related activities to realise that Gaelic has an active presence in Edinburgh. Gaelic in the media can be also be valuable to learners and help familiarise speakers with local place names and terminology.

| 1 Advertise GME opportunities bilingually – school places, GME posters and leaflets | GIG | In place: to be maintained | | Green |
|---|---|---|---|---|
| 2 Investigate scope for Gaelic related articles and photos in Council publications and other local media | GIG | Investigate: year 1 Monitor from year 2 | There has been positive media coverage of the new Gaelic school. | |

## Gaelic in the Arts

1  The Arts are important in keeping language vital, relevant and exciting. Gaelic in particular has a cultural dimension that finds expression in the arts: Gaelic song, traditional music and dance, the oral tradition in storytelling and verse, the cèilidh, and the heritage and narrative of the Gael.

2  While support for tradition in Gaelic Arts is important, living languages move forward and it is important to nurture new forms which equally express the unique cultural aspect of Gaelic. Much of the character of Gaelic culture is unique and finds expression only through Gaelic. The City of Edinburgh Council has developed a forward thinking Gaelic Arts Strategy and is committed to its implementation through partnership working in order to ensure Gaelic continues to enrich Scottish Arts in Edinburgh. http://www.edinburgh.gov.uk/internet/Leisure/Arts_and_entertainment/Arts_Development/CEC_cultural_policy_and_art_strategies

| | | | | |
|---|---|---|---|---|
| 1 Implement the Council's Gaelic Arts Strategy | CEC Arts Strategy and Funding Manager (ASFM) | 2012 - 17 | Opportunities for appointing a Gaelic Arts Officer to implement the Gaelic Arts Strategy are being considered with BnG, CnaG and Creative Scotland. | Amber |
| 2 Deliver more Gaelic youth arts projects | Fèisean CnP JGHS | Ongoing | | Green |
| 3 Secure the Mod for Edinburgh | An Comunn | Year 3 and beyond | The next possible date to hold the MOD in Edinburgh would be 2023/2024.It has been proposed that this is held in Leith along with a traditional arts festival. | Green |
| 4 Support for local artists Diversification / Festivals development | Bothan, Coimearsnachd, GDO, Ceilidh Culture, PnE | Through Partnership work | Visual artists and crafts people will be offered support through specific funding streams in the Arts Development Unit in partnership with Creative Scotland. | Green |

| | | | | |
|---|---|---|---|---|
| 5 To explore options on incorporating Gaelic activity as part of the Edinburgh Pilot Project Ticketing Portal, Events Edinburgh site and others | GIG<br>ASFM<br>GCDO<br>Coimmearsnachd / Edinburgh Gaelic Initiative<br>Bothan<br>The Audience Business | From year 2 | A Traditional Arts Events page is incorporated into the Ticketing Portal – Clicket.<br><br>http://clicket.co.uk/news-and-features/welcome-clicket<br><br>Events can be listed on Events Edinburgh website. | Green |
| 6 To prepare an options paper for opportunities to develop a Gaelic artistic hub / base, working in partnership with community groups, City Development and CEC Culture and Sport Division of Corporate Services | GIG<br>ASFM<br>GCDO<br>Existing cultural venues<br>Coimmearsnachd / Edinburgh Gaelic Initiative | Work ongoing to assess viable options<br><br>No Council resources allocated<br><br>Assess opportunities for funding bids to be submitted for support from year 2 | Awaiting the appointment of a Gaelic Community Development Officer to progress this. | Amber |

## Gaelic in tourism, Heritage and Recreation

Gaelic is an important aspect of Scotland's heritage. Edinburgh is a city renowned for its heritage, culture, festivals, sporting and recreational opportunities. The local, national and international nature of the tourism industry and a wide interest in Scottish heritage provides a development opportunity in terms of jobs and economic benefits to the city

| | | | | |
|---|---|---|---|---|
| 1 Work with partners to identify current links to Gaelic in tourism policies and strategies | GIG<br>Visit Scotland<br>EGI | Year 2 | | |

| | | | | |
|---|---|---|---|---|
| 2 Identify opportunities to incorporate Gaelic links and opportunities into local development plans | GIG Visit Scotland EGI | From year 3 | | |
| 3. Work with partners to identify current links to Gaelic in sporting policies and strategies. | GIG EGI | Year 2 | | |
| 4 Identify opportunities to incorporate Gaelic links and opportunities into sports development plans | GIG EGI | From year 3 | | |

## Reception, Telephones, Emails, Mail, Complaints and Public meetings

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|---|---|---|---|---|
| 1 Audit of Gaelic speaking staff in H/Qs – identification of those willing to offer reception or telephone assistance to enquirers | GIG | Staff survey - autumn 2012 and year 4 | Due to the heavy workload involved in establishing the Gaelic school over the past two years this work has been delayed. Now that this is coming to completion the audit will become a priority | Amber |
| 2 Development of list of key employees able and willing to take on Gaelic assistance role at receptions – from audit | GIG | Year 2 | | |
| 3  Signs offering assistance in Gaelic (where available) at receptions | GIG | From year 2 | | |

| | | | | |
|---|---|---|---|---|
| 4 GME school offices / reception to increase the availability of Gaelic speaking staff through voluntary programme and appropriate signage | GIG GME schools | From year 2 | Staff at Bun-sgoil Taobh na Pàirce are bi-lingual. | Green |
| 5 Simultaneous Gaelic interpretation will take place at Gaelic specific events | ITS | Ongoing | | |
| 6 List of employees able and willing to take on Gaelic assistance role available to call centre staff - from audit | GIG | From year 2 | | |
| 7 Introduce bilingual messages on personal voicemail for Gaelic speakers doing Gaelic related work | GIG | From year 1 | Gaelic speaking staff are encouraged to place bilingual messages on their voicemail. | Green |
| 8 The Gaelic pages on the Council's website will include this information | GIG | From year 2 | | |
| 9 Introduce bilingual e-mail signatures and generated messages for staff involved in GME and GLP related work | GIG | From year 2 | As a first step staff are being encouraged to include Gaelic translations (which are now available) of the Councils straplines on emails. | Green |
| 10 Encourage GME and GLP related staff to include some Gaelic in their responses to enquiries made in Gaelic (written and spoken), where they are confident and competent enough to do so. | GIG | From year 2 | | |
| 11 Work with BT to ensure that e-mails with Gaelic text are not blocked | GIG | In place | | Green√ |

| | | | | |
|---|---|---|---|---|
| 12 Translate existing Council complaint procedure forms and guidance into Gaelic. | GIG | Year 2 | | |

## C. Language Status

### Corporate Identity

The City of Edinburgh Council recognises that the status of a language is affected by its presence in the environment and the extent to which it is used, valued, and perceived to be valued by those institutions which play an important role in everyday life.

In the Edinburgh Household Survey (EHS) carried out in 2009, around two thirds of respondents agreed that 'it is important to continue the Gaelic language as part of Scottish life' (61%) and that 'it is important for the Council to support the Gaelic language' (57%). The survey also found that awareness levels of Gaelic schooling were generally low. Around three quarters of respondents did not know that parents have the opportunity to send their children to nursery or primary Gaelic medium schools (72% in each case). The level was 76% for secondary schools where some lessons are given in Gaelic.

The presence of Gaelic in the corporate identity of a public authority can enhance the visibility of the language, increases its status and makes an important statement about how Gaelic is valued and how it is given recognition. It can also enrich the vocabulary of Gaelic users, raise public awareness of the language and contribute to its development

| | | | | |
|---|---|---|---|---|
| 1 At the time of the next Council re-branding exercise, the Council commits to including a Gaelic translation into the main Council corporate logo. | GIG Communications | Next Council re-branding exercise | Costs have been sought on a Gaelic translation of the City of Edinburgh Council sign on the front of the main Council offices at Waverley Court. | Green |
| 2 Produce a version of the Council's logo which has the strap line translated into Gaelic for use on Gaelic related materials in accordance with corporate guidance which will be developed, demonstrating equal respect for the languages | GIG Communications | Produce: year 1 Guidance: year 1/2 | Straplines have been translated into Gaelic and can be use on Gaelic related materials. | Green |

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|---|---|---|---|---|
| 3 Incorporation of strap line into relevant Council materials, when replacing stocks and items, in accordance with guidance, demonstrating equal respect for the languages | GIG Communications | Incorporate: from year 2 | Staff are being encouraged to include Gaelic translations of the Councils straplines on emails. | Green |

## Signage (Internal and external)

Gaelic is not highly visible in the city. This may act as a disincentive for engagement with the language among Gaelic speakers and those residents with a potential interest in the language. Currently the use of Gaelic is evident only at a few locations such as the Scottish Parliament, key civic buildings and at events such as the Ceilidh Culture festival.

| | | | | |
|---|---|---|---|---|
| 1 To consult with other partner local authorities on their views regarding the addition of  welcome to Edinburgh signs in Gaelic, with the principle of equal respect for the languages, to the current 'Edinburgh Inspiring Capital' branded welcome signs at city entry points | GIG Communications | Consultation - year 1 Implement findings from year 2 | This has been delayed due to the heavy workload involved in establishing the new Gaelic nursery and primary school. | Amber |
| 2 Include bilingual signage in Gaelic at relevant Council facilities, such as GME buildings, when due to be replaced or renewed | GIG City Development Children&Families | Establish potential for renewal programmes - from years 1 & 2 Implementation from year 3 | This has been implemented at Bun-sgoil Taobh na Pàirce. | Green |
| 3 Move towards the incorporation of bilingual signage at main Council buildings, or in their reception areas, on a renewal / replacement basis | GIG Facilities Management | From year 1 | Costs have been sought on Gaelic translations for internal signage within the main council buildings. | Green |
| 4 Work with partners to identify potential for bilingual signage at | GIG EGI-Do | From year 2 | | |

| major cultural and tourist sites, with the principle of equal respect for the languages. | Visit Scotland Historic Scotland Edinburgh's Festivals | | | |
|---|---|---|---|---|

## Websites, Publications and Printed Materials

The use of Gaelic in a range of printed and electronic materials can assist Gaelic development by increasing the visibility of the language, enhancing its status and raising awareness of its terminology.

| | | | | |
|---|---|---|---|---|
| 1 Develop guidance for publications and printed material in Gaelic and bilingual format | GIG Corporate Governance | Year 2 | | |
| 2 Provision for the use of Gaelic in GLP related forms. | GIG | In place | | Green |
| 3 Publish GLP bilingually when finalised and agreed. | Corporate Governance / GIG | Year 1 | The GLP has been published in Gaelic and in English. | Green√ |
| 4 Develop a bilingual Gaelic landing page with links to GLP information, Gaelic in Education, Gaelic in the Community (including learning opportunities) and key Gaelic websites; one week promotional link policy for new work elements on carousel. | GIG Council Web team | In place from November 2009 - | | Green√ |
| 5 Post the annual GLP progress reports on website. | GIG Web team | Years 2 to 5; GIG will publish for upload | | Green |
| 6 Develop guidance for publications and printed material in Gaelic and bilingual format (see 3.1 Printed Material) | GIG | From year 2 | | |
| 7 Establish Council stand on GLP for inclusion at relevant events. | GIG | From year 2 | | |

| | | | | |
|---|---|---|---|---|
| 8 Continue to incorporate Gaelic related information into Council and partners' exhibitions and conferences. | GIG | From year 1 | A Gaelic information stand was available at the Edinburgh Learning Festival held at the HIBS stadium in April 2013. | Green |

## Third Parties

Involving third party contacts and organisations in the city, and other organisations the Council procures goods and services from, in the development and delivery of the GLP will be a critical success factor.

| | | | | |
|---|---|---|---|---|
| 1 Explore options for informing community organisations and third parties about the GLP and how they can work with the Council to achieve the GLP aims. | GIG Corporate Governance | Year 2 | | |
| 2 Assess the feasibility of providers of goods and services adhering to the principles of the GLP. | GIG | Year 2 | | |

## D. Language Corpus

**Gaelic Orthographic, Terminological and Place-name Development**

1   The Council recognises the need to support the development of the Gaelic language. Gaelic is being used in new contexts such as technological developments and new school subject areas and needs to grow in a consistent way to be relevant for the modern day, requiring development of the range of materials available. Successful language development requires reliable data to measure results and direct resources. Ensuring informed, consistent and quality Gaelic translations in new areas of language development is a critical of language corpus

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|---|---|---|---|---|
| 1 Develop place name list of key Gaelic sites across the city. | GIG, AAA Telford College, Schools SPNS, Edinburgh Libraries, CEC Roads GOC | First list produced in year 2 Central Library's Edinburgh Room has study materials | | |

## Gaelic Translation and Interpretation

The Council recognises the need for quality translation services.

| | | | | |
|---|---|---|---|---|
| 1 Establish a list of translators for different levels of translation and STF requirements. | GIG GDO | From year 1 | A list is in place and discussions are to be held with the Interpretation and translations Service. | Green |
| 2 Audit existing policies in relation to Gaelic translation guidance. | GIG | Audit - Year 2 From year 3 | | |
| 3 Link with partners, including Edinburgh and national bodies, to source translation services and to seek funding to maintain or increase translation levels. | GIG GCDO | Years 1 to 5 | In progress | Green |

## Gaelic in Surveys and Research

The Council recognises the need for city specific knowledge and further research into the language to support on-going language planning. The Council will contribute to national and international Gaelic research through partner collaboration in supporting and promoting development areas relevant to Edinburgh.

| | | | | |
|---|---|---|---|---|
| 1 Gaelic Education Feasibility Study results analysed further | CEC Children and Families<br><br>GIG | Achieved<br><br>Annual analysis, with significant findings reported | | Green√ |
| 2 Incorporate questions in Edinburgh People's Survey 2012 | Corporate Governance | Year 1 | This was investigated but due to funding restrictions it was not possible to progress. | Red |
| 3 Participation in research projects on partner request where there are no budget implications for the Council | GIG<br>GDO | From year 2 | CEC have participated in a survey from Sabhal Mòr Ostaig to support BnG Research on Training Needs. | |
| 4 Continue to collect and collate data relating to measures in the plan | Corporate Governance | From year 1 onwards | Progress updates on the actions in the plan are provided at the quarterly Gaelic Implementation Group meetings. | Green |
| | | | | |

# Corporate Policy and Strategy Committee

**10am, Tuesday, 5 November 2013**

# Towards an Edinburgh Autism Strategy – Summary of the feedback from the consultation on the Edinburgh Autism Plan for people with autism who do not have a learning disability

| | |
|---|---|
| **Item number** | 7.8 |
| **Report number** | |
| **Wards** | All |

## Links

| | |
|---|---|
| **Coalition pledges** | P1, P14, P29, P32 |
| **Council outcomes** | CO3, CO9, CO11, CO12, CO13, CO16 |
| **Single Outcome Agreement** | SO2, SO3 |

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# Towards an Edinburgh Autism Strategy – Summary of the feedback from the consultation on the Edinburgh Autism Plan for people with autism who do not have a learning disability

## Summary

This report presents details of the consultation process and consultation feedback on the draft Edinburg Autism Plan.

## Recommendations

It is recommended that the Corporate Policy and Strategy Committee

- notes the findings of the consultation; and

- notes the significant support for the priority areas identified in the draft Edinburgh Autism Plan.

## Measures of success

Not applicable in a consultation exercise.

## Financial impact

The final Edinburgh Autism Plan includes a Financial Implications section.

## Equalities impact

An Equalities Impact Assessment has been developed for the final Edinburgh Autism Plan.

## Sustainability impact

Not applicable in a consultation exercise.

## Consultation and engagement

The report provides details on the significant consultation, engagement and participation activities, which were undertaken during the period of consultation on the draft Edinburgh Autism Plan.

## Background reading / external references

Towards an Edinburgh Autism Strategy Consultation – Edinburgh Autism Plan for people with autism who do not have a learning disability. Corporate Policy and Strategy Committee 16 April 2013.

Scottish Strategy for Autism.
http://www.scotland.gov.uk/Publications/2011/11/01120553/2

Edinburgh Joint Learning Disability Plan, Health Social Care and Housing Committee, March 2010.

Edinburgh Joint Learning Disability Capacity Plan 2010 – 2020/25: Outcome of Consultation. Health, Social Care and Housing Committee, 7 December 2010.

# Towards an Edinburgh Autism Strategy – Summary of the feedback from the consultation on the Edinburgh Autism Plan for people with autism who do not have a learning disability

## 1.    Background

1.1    The Scottish Strategy for Autism issued by the Scottish Government requires each local authority to produce a local autism strategy by November 2013.

1.2    The Council has already set out plans for people with autism and a learning disability in the Edinburgh Joint Learning Disability Plan. Within this, significant gaps were identified for people with autism who do not have a learning disability.

1.3    To address this, the Edinburgh Autism Plan group, which includes people affected by autism, carers and various professionals involved in their support, met to review the service improvements required for children and adults with autism.

1.4    A draft joint City of Edinburgh Council and NHS Lothian Edinburgh Autism Plan was produced to consider how to get the right services at the right time for people with autism who do not have a learning disability.  This highlighted 5 priority areas:

- **Development of a care pathway** – getting the right services at the right time

- **Housing** – better support on housing matters and the right kind of housing

- **Employment** – increased support in finding and sustaining employment

- **Individual outcomes** – improvements in people's quality of life

- **Better training / awareness of autism** – increased training and awareness of autism in services and for carers

## 2. Main report

## Consultation Process

2.1 The consultation was held from 6 May – 26 July 2013, and this report provides details on the consultation process and the feedback from it. More information can be found on the consultation process at Appendix 1.

2.2 A range of consultation materials was produced to assist the process.

2.3 During the consultation period, a range of events took place to raise awareness of the consultation and to encourage people to participate.

## Responses received

2.4 The total number of individuals taking part in group consultation sessions is estimated to be over 320.

2.5 96 consultation questionnaires were returned and responses demonstrate a high level of agreement with the 5 priority areas in the draft plan. From the responses, 44 were from carers or family members, 25 were from people with autism, 19 were from groups or organisations and 8 were from other professionals.   We also received feedback on the plan.

## Response to the Priority Areas in the draft Plan

2.6 From the responses to the priority areas in the draft plan, 78% of respondents agreed with the 5 priority areas, 20% partially agreed and 2% did not agree. The development of a strategy for people who have autism but do have a learning disability has been welcomed by people with autism, carers and professionals. The responses and general endorsement from the consultation process will strongly influence the final Edinburgh Autism Plan.

2.7 Comments reflecting a positive response to the priority areas included:

- they are the most significant priorities for those with autism in everyday life
- the priorities are 'spot on'
- these priorities seem to cover all the areas that are important in my life
- we felt that the five priorities were appropriate and wide ranging and that they tackled the issues that our staff  have been concerned with when working with people with autism.

# Key Themes from the Responses

2.8     There were a number of key themes, which recurred throughout the responses to the consultation questions. More detailed responses to these are provided in the Consultation Report at Appendix 2.

## Care Pathway

2.9     Respondents emphasised the importance of an early diagnosis of autism for the person and their family.

2.10    The requirement for information about autism  and details of the range of support services available following diagnosis was also highlighted.

## Housing

2.11    Respondents were keen to emphasise that housing is a very important area for people with autism, and that there is a need for better understanding and awareness of autism in housing teams.

2.12    There is support for the suggested developments in the housing section of the draft plan, including the autism flagging system  in the Edindex form; autism awareness training for housing staff and the introduction of autism champions in housing teams.

## Employment

2.13    Many respondents also considered that assisting people with autism to gain and to sustain employment is very important to people's quality of life. Respondents value highly the autism specific services that provide individualised support and guidance in gaining employment.

2.14    Respondents welcomed the Council and NHS Lothian's recognition that more paid employment and work experience placements should be developed for people with autism. Initiatives which will assist in developing these opportunities with be highlighted in the Edinburgh Autism Plan.

## Outcomes

2.15    Respondents highlighted that people with autism require to be treated as individuals, as all people with autism are not the same, and that the person needs continuity of support, as it may take time for the person to get to know and trust their support provider.

2.16    Respondents commented that support from skilled workers with an understanding of autism is necessary to achieve successful outcomes.

## Training and Awareness

2.17 There was a high level of agreement from respondents that there is a need for training and awareness of autism across a wide range of support services and mainstream services. There were comments suggesting that autism is not well understood and that a range of training and awareness raising would be very beneficial.

2.18 Some respondents also considered that training for carers is required to ensure that the family is supported to understand autism and support their family member more effectively.

## Autism Champions

2.19 Respondents were generally positive about the suggestion of developing autism champions in social work teams. The autism champion will receive training and will develop a good understanding of autism and of the available support and services for people with Autism in Edinburgh. There was some scepticism about whether adequate resources would be deployed to make this a sustainable initiative. Respondents also suggested that autism champions be developed in other service teams and this will be addressed in the final Edinburgh Autism Plan.

## Other Priority Areas

2.20 While there has been significant support for the priority areas identified in the draft Edinburgh Autism Plan, respondents have also raised some other areas for improvement:

- more effective support for pre-school children and children in mainstream schools

- improved support at transition

- more opportunities for socialising and making friendships

- better information about autism and the appropriate support services.

These issues will be addressed in the final Edinburgh Autism Plan.

2.21 **Final Edinburgh Autism Plan**

2.22 The final draft Edinburgh Autism Plan has been amended to reflect feedback received through the consultation process. This plan is also being tabled at the Corporate Policy and Strategy Committee.

2.23 **Next Steps**

2.24    Once approved, the final Edinburgh Autism Plan will be published .There will be a launch event to promote the document and serve as an opportunity to demonstrate that the consultation process influenced the content of the final plan.

2.25    The Edinburgh Autism Plan group will reconvene to consider the on-going monitoring and governance of the plan. The group will amend membership if necessary to reflect the wide range of stakeholders required for the implementation of the plan.

## 3.    Recommendations

3.1    It is recommended that the Corporate Policy and Strategy Committee

- notes the findings of the consultation; and

- notes the significant support for the priority areas identified in the draft Edinburgh Autism Plan.


**Peter Gabbitas**                             **Gillian Tee**

Director of Health and Social Care            Director of Children and Families


## Links

| | |
|---|---|
| **Coalition pledges** | P1 – To ensure that every child gets the best start in life |
| | P14 – Strengthen Council housing allocation policy to give recognition to good tenants and to encourage responsible tenant behaviour and responsibilities |
| | P29 – Ensure the Council continues to take on apprentices and steps up efforts to prepare young people for work |
| | P32 – Develop and strengthen local community links with the police |
| **Council outcomes** | CO3 – Our children and young people at risk, or with a disability, have improved life chances |
| | CO9 – Edinburgh residents are able to access job opportunities |
| | CO11 – Preventative and personalised support in place |
| | CO12 – Edinburgh's carers are supported |

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| | CO13 – People are supported to live at home |
| | CO16 – Well-housed – People live in a good quality home that is affordable and meets their needs in a well managed neighbourhood |
| **Single Outcome Agreement** | SO2 – Edinburgh citizens experience improved health and wee being, with reduced inequalities in health |
| | SO3 – Edinburgh's children and young people enjoy their childhood and fulfil their potential |
| **Appendices** | Appendix 1 – Towards an Edinburgh Autism Plan – Full report on consultation feedback and response |
| | Appendix A - Towards an Edinburgh Autism Plan – Summary of consultation process |

# Appendix 1: Towards an Edinburgh Autism Plan – Full report on Consultation Feedback and Response

## What is this report about?

1.1 This report presents the findings of a consultation on the draft joint Edinburgh Autism Plan. The feedback from this consultation will influence the final Edinburgh Autism Strategy. It is important to highlight that the feedback from the consultation was general very supportive of the draft plan and this will be demonstrated in this report.

1.2 It is necessary for the Council to develop a local Autism Strategy as an action from the Scottish Strategy for Autism 2011. This was issued by the Scottish Government and requires each local authority to have developed a local autism strategy by November 2013.

1.3 The Council has already developed the Edinburgh Joint Learning Disability Capacity Plan 2010 – 2020/25 which addresses plans for services for people with autism and a learning disability. Within this significant gaps were identified for people with autism who do not have a learning disability.

1.4 To address this the Edinburgh Autism Plan group , comprising of people affected by autism and various professionals involved in their support in Edinburgh, met to review what services and service improvements are required for children and adults with autism.

1.5 A draft joint City of Edinburgh Council and NHS Lothian Edinburgh Autism Plan was produced to consider how to get the right services at the right time for people with autism who do not have a learning disability and highlighted 5 priority areas:

- **Development of a care pathway –** getting the right services at the right time
- **Housing –** better support on housing matters and the right kind of housing
- **Employment –** increased support in finding and sustaining employment
- **Individual outcomes –** improvements in people's quality of life
- **Better training / awareness of autism –** increased training and awareness of autism in services and for carers

**Consultation Process**

2.1     The consultation was held from 6<sup>th</sup> May – 26<sup>th</sup> July 2013 and this report provides details on the consultation process and the feedback from the consultation. A small number of responses were received after this date and these were incorporated into the analysis.

2.2     A range of consultation materials were produced to assist the process and these included:

- A webpage on the Council's website where the draft Edinburgh Autism Plan was available or a paper copy could be requested. The webpage registered 1,754 visits to the site

- The webpage also included an on-line consultation questionnaire or a paper version of the questionnaire could be requested

- Additionally a DVD could also be viewed and it included background from a service user and a carer, and encouraged people to participate in the consultation. The DVD was viewed on 263 occasions.

2.3     During the consultation period a range of events took place to raise awareness of the consultation and to encourage people to participate. These included:

- Letters sent to previous and current service users of social work services

- Presentations were given and feedback recorded at a range of internal management and team meetings

- Specific  consultation sessions for Council staff across a range of sections

- Open sessions for people with autism and carers at a variety of locations across Edinburgh

- Promotion of the consultation on relevant websites including  NHS Lothian and autism specific services

- A range of consultation forums and groups with relevant external service providers. The total number of individuals taking in part in group consultation sessions is estimated to be over 320.

2.4     Further detail on the range of organisations informed about the consultation is provided in Appendix A.

**Analysis of the consultation responses**

2.5    96 consultation questionnaires were returned and the responses demonstrate a high level of agreement with the priority areas in the draft plan. 78% of respondents to the questionnaire agreed with the top five priority areas, 20% partially agreed and 2% did not.

2.6    The development of a strategy for people who have autism but do not have a learning disability has been welcomed by service users, carers and professionals. Comments reflecting this positive response included:

- They are the most significant priorities for those with autism in everyday life

- The priorities are spot on

- These priorities seem to cover all the areas that are important in my life

- We felt that the five priorities were appropriate and wide ranging and that they tackled the issues that our staff have been concerned with when working with people with autism

**Care pathway – the right services at the right time**

2.7    In the plan we asked if it was a priority for people to have the best range of support required following a diagnosis of autism and that people with autism get support and access to the right services at the right time.89% of respondents agreed, 10% partially agreed and 1% did not agree. One respondent stated that "It is important that after a diagnosis a person and their carer are not left to have to seek out support, often not even knowing what their needs really are, and what support they could ask for."

2.8    We asked people to tell us more about this and there were a number of recurring themes

- Early diagnosis is important for the person and for their family

- Information about autism and about support services following diagnosis is very important

2.9    In the plan we recognise that support to the person and their family following a diagnosis of autism could be improved. We asked for suggestions on what improvements are required and there were a number of recurring responses

- As above, many respondents stated the need for better access to information about support services for people with autism and their carers following diagnosis

- The need for more training in autism for health care professionals, social workers and other practioners was reflected by respondents

2.10 Actions and recommendations in relation to getting the right services at the right time:

- Review the arrangements for diagnosis of autism and target training for G.P's and community mental health teams in autism and effective interventions

- Develop awareness about how to access health and social care services

- Raise understanding amongst G.P.'s and community mental health teams of autism and services available in the city

- Ensure that frontline services are aware of indicators of autism

- Development of care pathway from diagnosis by a named professional

**Housing – better support on housing matters and obtaining the right kind of housing**

2.11 In the plan we asked if it was a priority for people with autism to have access to skilled housing advice and support, and access to housing which is suitable to their needs. 93% of respondents agreed, 6% partially agreed, and 1% did not agree. One respondent stated that "Housing is a huge issue, not just the type of housing but where it is as people with autism are more vulnerable generally."

2.12 We asked people to tell us more and there were a number of recurring themes:

- Better understanding and awareness of autism in housing related teams

- Support available to understand official letters in relation to housing benefit and community tax

2.13 In the plan we asked if people could make suggestions about improving housing support that is currently available and respondents suggested;

- Face to face support from housing teams can be more helpful than telephone support

- Housing staff to have a clearer understanding of autism and some of the difficulties individuals may have

2.14 In the plan we also asked for suggestions to improving the way people access housing and respondents suggested;

- There should be an indicator in the paperwork to highlight that the person has autism

- More autism awareness training for staff working in housing support

- Better awareness of the type of properties available that would suit the needs of a person with autism, potential noise issues are an important consideration

- Many respondents commented on the need to have housing available in safe areas

2.15 In the plan we recommend that training is provided in autism awareness to staff working in housing services across Edinburgh, 94% of respondents agreed and 6% partially agreed. We asked people to tell us more about this and there were a number of key themes

- Many respondents suggested that basic awareness training on autism should be made available to staff working in housing teams

- The model of an autism champion seems like a good way of bringing a level of experience and skill into teams

2.16 Actions and recommendations in relation to getting the right services at the right time

- CEC and its partner housing associations should investigate setting up supported housing for adults with autism and no learning disability

**Employment – increased support in finding and in sustaining employment opportunities**

2.17 In the draft plan we asked if people considered if it was a priority for more people with autism to gain access to employment opportunities including pre-employment support and support in maintaining their jobs. 87% of respondents agreed, 9% partially agreed and 4% did not agree. One respondent stated that "I am pleased that employment is one of the five priorities that have been put in the plan as I feel that work is so much of an important part of people on the autistic spectrum being able to lead a fulfilling life."

2.18 We asked people to tell us more about this and there were a number of key themes

- Many respondents considered that assisting people with autism to gain and sustain employment is one of the most important areas for people

- Specialist employment services in Edinburgh support people with autism in pre-employment preparation, finding employment opportunities and support people in the work place

2.19 We asked if there were suggestions on how employment support could be further developed. There were some recurring themes to this question:

- Employers , including the Council and NHS Lothian, require guidance on how best to select, recruit and retain people with autism

- Specialist autism employment support organisations are greatly valued by the people who use them and they have success in helping people find and sustain employment

- Training for H.R. departments in autism awareness

2.20 In the plan we recommend that the Council and NHS Lothian should try and find ways to increase work experience opportunities in their organisations, 90% of respondents agreed with this proposal and 10% partially agreed.

2.21 We asked people to tell us more about how the Council and NHS Lothian could do this and there were some recurring responses

- Respondents welcomed the Council and NHS Lothian recognising that as two large employers work experiences should be further developed

- However, respondents also considered that there is a need for more paid, permanent employment in these organisations, and that any work experience should not be tokenistic

2.22 Actions and recommendations in relation to providing increased support in finding and sustaining employment are

- Project Search , a model to assist young people with disabilities gain employment, will be established in Edinburgh

- Volunteering and work experience – CEC and NHS Lothian will further consider how to provide these experiences for people with autism

- There will be further training / refresher training for Jobcentre Plus staff on autism awareness

**Individual outcomes – improvements in people's quality of life**

2.23 In the plan we ask if it is a priority for support to be available to help people with autism achieve their individual needs and goals, 88% of respondents agreed, 10% partially agreed and 2% did not agree. One respondent commented "Improving outcomes for the individual also improves outcomes for their families and friends, and the wider community."

2.24 We asked people to tell us more and there were some recurring themes

- Outcomes need to be seen in an individual context as some people with autism are happy to spend time alone which may not be seen as a positive outcome

- Respondents identified the need for support workers to be involved to help the person with autism set goals and aspirations

- People with autism have to be treated as individuals as all autistic people are not the same


2.25 We also asked what type of support people with autism need to identify what they want to achieve with their lives

- Support from skilled workers with an understanding of autism

- Support at transition

- Support that is flexible and long-term

2.26 In the plan we asked if it is a priority to ask support providers on how their support has helped people with autism improve their quality of life, 78% of respondents agreed, 17% partially agreed and 5% did not agree.

2.27 We asked people to tell us more and there were some recurring themes

- Reporting on how support has improved an individuals' quality of life will encourage openness and transparency

- Sharing of good practice and what works well between support providers would be helpful

2.28 Actions and recommendations in relation to individual outcomes and improvements in people's quality of life

- CEC will continue to require support providers to report on outcomes giving consideration to Freidman's (2005) Conditions of Wellbeing Outcomes being utilised for services supporting Adults with Autism to evaluate quality of provision.

**Better training and awareness – increased training and awareness of autism in services and for carers**

2.29    In the plan we asked if it was a priority to increase training and awareness of autism across professionals and families so that there is an improved understanding of people with autism, 93% of respondents agreed and 7% partially agreed. One respondent stated "So many people do not understand autism and it is vital to people with autism that both their families and the people working with them understand it".

2.30    We asked people to tell us more about this and there were a number of recurring themes

- Respondents considered that training, awareness, and empathy were required for a wide range of professionals who support people with autism

- Training in understanding autism for carers was also requested by a number of respondents

2.31    We then asked which services did people think need autism awareness training. The responses to this question were very wide ranging, from across all City of Edinburgh Services and NHS Lothian services, to job centre plus staff, banks, receptionists, travel staff, police, further education providers.

2.32     In the draft plan one way in which to increase knowledge and understanding of autism we recommend that we have Autism Champions in social work teams across Edinburgh.  Autism Champions will have training and develop a good understanding of autism and knowledge of appropriate support and services for people with autism. 77% of people agreed with this, 19% partially agreed and 4% did not agree.

2.33    We asked people to tell us more about this and there were a number of recurring themes

- There was strong support for developing autism champions in social work teams

- Additionally respondents suggested a range of other services where it would be helpful to have autism champions, including housing services, police, mainstream schools.

2.34    Actions and recommendations to increased training and awareness of autism in services and for carers

- Develop a network of local trainers who understand autism and are able to provide regular training both families and professionals to an agreed standard

- Ensure a range of training is available for carers, including practical intervention for families to help families of people with autism find solutions to difficult home situations and reduce aggression at home

2.35 Actions and recommendations to developing Autism Champions in social work teams across Edinburgh

- We will now develop a network of Autism Champions in social work teams and in mainstream services such as housing, health, Police and employment services

## Other priority areas

2.36 While there has been significant support for the priority areas identified in the draft plan some other areas have been raised during the consultation process;

- Better support for pre-school children and for children with autism in mainstream schools. Children and Families address these issues by progressing the development of a strategic approach for autism within a multi-agency context through the Edinburgh Children's Partnership and the integrated children's plan

- Improved support at transition – consideration of the opportunities for shared training will support better transition between the worlds of children's and adult services. Children and Families will further develop Getting it Right Transition Planning for collaboration of adult and children services to plan for next steps

- More opportunities for socialising and making friendships – we have been told by respondents that people with autism can become isolated and lonely. People value social opportunities arranged for and by people with autism. Further developing these opportunities will be considered in the final Edinburgh Autism Plan

- Better information about autism and the appropriate support services was frequently raised as an issue by people with autism and their carers across all the 5 priority areas. Increasing information and advice services in the city for people with autism and the financial implications will be considered in the final Edinburgh Autism Plan

## Next steps

2.37 Feedback from the consultation on the draft Edinburgh Autism was very supportive of the 5 priority areas and the suggested actions for improvements in these areas. This feedback will now inform the final Edinburgh Autism Plan.

2.38 The Edinburgh Autism Plan will reconvene to consider the on-going monitoring and governance of the Edinburgh Autism Plan. This group will amend membership if necessary to reflect the wide range of stakeholders necessary to implement the Plan. A detailed action plan will be developed to ensure the recommendations are implemented to continue to improve support and services to people in Edinburgh with autism.

**Appendix A**

**Towards an Edinburgh Autism Plan**

**Summary of Consultation Process**

A range of consultation forums and groups with relevant external service providers. The total number of individuals taking part in group consultation sessions is estimated to be over 350 people.

**General promotion** of the consultation included:

- A webpage on the Council's website where the draft Edinburgh Autism Plan was available or a paper copy could be requested. The webpage registered 1,754 visits

- A consultation questionnaire, an online or a paper version of the questionnaire could be requested

- A DVD with background encouraged people to participate in the consultation. The DVD was viewed online on 263 occasions.

- Emails to a wide range of networks including health and social care staff, children and families staff, disability service providers, council housing staff and housing associations, staff in NHS Lothian, advocacy groups, department of work and pensions, universities and further education colleges, Police, BME groups, human resources departments in Council and NHS Lothian, autism research organisations and the Scottish Government
- Press releases, social media ( Twitter and Facebook ), and the Council, NHS Lothian and partner websites highlighted the consultation
- 152 letters sent to previous and current service users of social work services
- Promotion of the consultation on relevant websites including NHS Lothian, autism specific services and other disability providers.


Presentations were made and feedback recorded at a range of Department of Health and Social Care **management and team meetings**, including:

- Meeting with Sector Managers
- In-house day support staff
- Criminal Justice Management meeting
- Contracts and Planning and Commissioning meeting
- Disability Managers meeting
- Two open sessions attended by a range of Council staff

Presentations were made and feedback was recorded at a number of **service user and carer forums**, including:

- Edinburgh and the Lothian's Aspergers Society  ( ELAS )

- Three open sessions at Number 6 ( the one stop shop for support and information for people with autism )
- Two neighbourhood sessions open sessions for service users and carers
- Parents of Autistic Spectrum Disorder Adults ( PASDA ) meeting
- Number 6 and Parents of Autistic Spectrum Disorder Adults did Mail shots to people currently known to their services to advise of the draft plan and consultation

Presentations and discussions were held with a range of **external service providers and partnership organisations**, including

- Taking Stock event – review of the Mental Health and Well-being Strategy
- The Action Group members day
- Treatment and Recovery Group for Substance Misuse providers
- Edinburgh University
- Mental Health and Well- being Programme Board
- Self Direct Support and Autism event
- Information was made available to service providers attending the launch of the Market Shaping Strategy event.
- Edinburgh Disabilities Provide Meeting
- Edinburgh Plan Advisory Group

# Corporate Policy and Strategy Committee

**10am, Tuesday, 5 November 2013**

# Summary of the Edinburgh Autism Plan – a Plan for People with Autism without a Learning Disability

| | |
|---|---|
| **Item number** | 7.9 |
| **Report number** | |
| **Wards** | All |

## Links

| | |
|---|---|
| **Coalition pledges** | P1, P14, P29, P32 |
| **Council outcomes** | CO3, CO9, CO11, CO12, CO13, CO16 |
| **Single Outcome Agreement** | SO2, SO3 |

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·EDINBVRGH·
THE CITY OF EDINBURGH COUNCIL

## Summary of the Edinburgh Autism Plan – a Plan for People with Autism without a Learning Disability

### Summary

This report is a summary of the main points in the Edinburgh Autism Plan for people with autism who do not have a learning disability. It focuses on young people and adults with autism who do not have a learning disability and their carers. The plan is attached at Appendix 1.

### Recommendations

The report outlines recommendations for service improvement, sustainability and staff and carer training. It provides information about the Edinburgh Autism Champion Initiative and seeks the Committee's endorsement of this proposal.

### Measures of Success

- Completion and implementation of a strategic approach for autism for children by November 2015

- Completion and implementation of an Integrated Care Pathway for young people in transition and adults by November 2015

- Access by statutory agencies to the Edinburgh e-learning module on understanding autism

- There are fifty autism champions in the city, with representation from all statutory agencies by November 2014

- Submission of the plan to the Government by 30 November 2013.

### Financial impact

The Edinburgh Autism Plan includes a financial impact section.

### Equalities impact

An Equalities Impact Assessment has been developed and can be found at https://orb.edinburgh.gov.uk/info/200849/equalities/463/equality_and_rights

## Sustainability impact

Not applicable in a consultation exercise.

## Consultation and engagement

Significant consultation, engagement and participation activities were undertaken May-June 2013 and have informed this plan. They are reported on separately to this Committee.

## Background reading / external references

Towards an Edinburgh Autism Strategy Consultation – Edinburgh Autism Plan for People with Autism who do not have a Learning Disability. Corporate Policy and Strategy Committee 16 April 2013.

Scottish Strategy for Autism.
http://www.scotland.gov.uk/Publications/2011/11/01120553/2

Edinburgh Joint Learning Disability Plan, Health, Social Care and Housing Committee, March 2010.

Edinburgh Joint Learning Disability Capacity Plan 2010 – 2020/25: Outcome of Consultation. Health, Social Care and Housing Committee, 7 December 2010.

Towards an Edinburgh Autism Strategy – Summary of the Consultation and Feedback on the Edinburgh Autism Plan, for People with Autism Who Do Not Have a Learning Disability.  Report to Policy Committee 5 Nov 2013

# Report

## Summary of the Edinburgh Autism Plan – a Plan for People with Autism without a Learning Disability

### 1.     Background

1.1     This report summarises the contents of Towards an Edinburgh Autism Strategy – Edinburgh Autism Plan for People with Autism Who Do Not Have a Learning Disability and seeks endorsement for the recommendations in the plan. The Scottish Strategy for Autism issued by the Scottish Government requires each local authority to produce a local autism plan by November 2013.

1.2     The Council has already set out plans for people with autism and a learning disability in the Edinburgh Joint Learning Disability Plan. Within this, significant gaps were identified for people with autism who do not have a learning disability.

1.3     To address this, the Edinburgh Autism Plan group, which included people affected by autism, carers and various professionals involved in their support, met to review what services and service improvements are required for children and adults with autism.

1.4     A draft joint City of Edinburgh Council and NHS Lothian Edinburgh Autism Plan was produced to consider how to get the right services at the right time for people with autism who do not have a learning disability. This highlighted five priority areas:

- **Development of a care pathway** – getting the right services at the right time

- **Housing** – better support on housing matters and the right kind of housing

- **Employment** – increased support in finding and sustaining employment

- **Individual outcomes** – improvements in people's quality of life

- **Better training / awareness of autism** – increased training and awareness of autism in services and for carers

## 2. Main report

## Consultation

2.1 In April 2013, the Corporate Policy and Strategy Committee was advised that a consultation on the draft Edinburgh Autism Plan' was due to be launched. The consultation was held between 6 May and 26 July 2013; a separate report to this committee provides details on the consultation process and the feedback from the consultation.

2.2 There was significant support for the priority areas outlined in the draft plan.

2.3 Respondents have also raised some other areas for improvement:

- More effective support for pre-school children and children in mainstream schools

- Improved support at transition

- More opportunities for socialising and making friendships

- Better information about autism and the appropriate support services

2.4 The final plan includes an additional priority on **"the wellbeing of children and young people with autism".** This priority has been added to the plan to reflect the comments made during the consultation and the need for improvement identified by children's services.

## The Edinburgh Autism Plan

2.5 A full copy of the Edinburgh Autism Plan is attached as Appendix 1. The main areas for improvement outlined in the plan are:

### Children

2.6 This plan sets out the current priorities for improving services for children and young people in Edinburgh:

- The City of Edinburgh has a significant number of well-evaluated and established services for children and young people and is currently consulting and developing services in a number of areas.

- It is expected that a Children and Young People's Autism Plan for Edinburgh will be written within the next two years. The plan will be informed by information gathered as part of the above consultation and development work commissioned by the City of Edinburgh. This focuses on support for all children and young people with autism from birth to aged 18, both with and without a learning disability.

- Strong multi-agency links exist across Edinburgh autism support services. These services comprise of Additional Support for Learning (ASL) services

within Children and Families (including visiting teacher support services, psychological services, support coordinators and staff in specialist educational placements), health professionals (including speech and language therapists, occupational therapists, paediatricians, Child and Adolescent Mental Health Service (CAMHS) professionals) and social work professionals.

- All integrated planning is delivered through the framework of Getting It Right for Every Child.

- Key principles informing practice across Edinburgh focus on ensuring that effective provision:

    o is proactive and anticipatory
    o is proportionate, fit for purpose and timely
    o builds resilience and capacity in and with individuals, families and schools
    o makes best use of resources
    o is inclusive
    o is individualised
    o is equitable and sustainable
    o is focused on achieving seamless support through transitions.

- In addition to mainstream services, children and young people and their families can access supports that are available to those with a wide range of additional support needs, e.g. CIRCLE resources, the Visual Support Project, the Edinburgh Guarantee (post school transition support). These services are not detailed in this document.

- Some children and families benefit from support from commissioned services, such as Sleep Scotland, Lothian Autistic Society play schemes and Barnardo's Intensive Behaviour Support Service (BIBS). An enterprising third sector contributes significantly to the resources available. These include The Yard, Tailor-Ed and Lothian Autistic Society.

**Adults**

2.7 The five priority areas for improvement/development of adult services are set out in section 1.4

2.8 Improvements recommended for adult services include:

- Completion of an integrated care pathway for young people and adults to ensure people have access to the right services at the right time. The pathway will include:

    o developing increased awareness in mainstream services of autism and how to access a diagnosis

    o completion of an Integrated Care Pathway for autism, which will include better access to information for GPs about autism

- o diagnostic assessment of autism in adults to be based in mental health services

- o development of a tiered education and training programme to underpin the matched care model, including detail on required competencies, skills and learning outcomes by NHS Lothian and the Council

- o improved follow up support in the first year following a diagnosis

- o clear transition protocols and appropriate support for young people in transition

- o recognition of the need for comprehensive advice and information about autism for people with autism, carers and professionals.

- Development of employment opportunities for people with autism by the Council; notably through Project Search (a model to assist young people with disabilities with gaining employment) and Edinburgh Guarantee Plus.

- A common requirement in all priority areas is to develop staff's knowledge and understanding of autism and how to communicate effectively with people with autism. This is required in specialist services, such as GP services and social work, and in mainstream services, such as housing, the police and Job Centre Plus. Plans are therefore being developed to train and support Autism Champions in a range of services. An Edinburgh Autism Awareness booklet and an e-learning Autism Awareness module for staff have been developed.

- Exploring options to develop supported housing opportunities for people with autism who do not have a learning disability.

- Increasing support for carers to build families' skills in supporting people with autism through specific training courses.

- Ensuring that existing autism advice and support services are sustainable.

- Strategies developed by the Council to support employees with autism at work, such as training for managers on supporting people with autism in the workplace and training for employees with autism on autism awareness and managing anxiety at work.

## Implementation of the plan

2.9 The Edinburgh Autism Plan group will reconvene to consider the on-going monitoring and governance of the Edinburgh Autism Plan. Its membership will be reviewed to ensure representation from key stakeholders and people with autism.

2.10    A costed action plan for this strategy will be developed in 2014, once the national funding situation is clearer and the autism care pathway has been completed.

## Financial Impact

2.11    The Government allocated the Council one-off funding of £35,000 to develop an Autism Plan for Edinburgh. This funding is being used to develop the plan, roll out the Autism Champion initiative, develop new training resources (including the Edinburgh Understanding Autism e-learning module), undertake autism development work in schools and provide training and coaching for carers.

2.12    The Council's investment in adult autism services for people without a learning disability is small in comparison to the identified needs (£115,450 in 2012/13 on Number 6 One Stop Autism Shop and Aspire social work transition service). 2012/13 funding included a grant of £35,000 from the Government). In 2013/14, funding of £238,450 has been identified (this includes £70,000 short term funding from the Government) to develop the plan and for service improvements and to ensure that existing quality autism services are sustained. See the main report for more detail on spend.

2.13    Given the financial constraints on the Council, it is likely that many of the recommendations will have to be achieved through service redesign or the reprioritisation of budgets. However, the plan requires a greater focus on raising awareness, partnership approaches and improved co-ordination of services. These initiatives do not necessarily require additional funds. In addition, partnership working provides opportunities to align community and private sector resources and to attract third sector funding.

2.14    There are significant areas of the plan, which are still under development, e.g. plans for post-diagnostic support, options for supported housing, evaluation and feasibility of long-term funding of local autism pilot projects and improvements in schools. A detailed costed action plan will therefore be completed in 2014, once the national funding situation is clearer and the adult autism care pathway has been completed.

## 3.    Recommendations

3.1    Committee is recommended to endorse the recommendations in the full report set out at Appendix 1.

**Peter Gabbitas**                                **Gillian Tee**

Director of Health and Social Care          Director of Children and Families

## Links

| | |
|---|---|
| **Coalition pledges** | P1 – To ensure that every child gets the best start in life |
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| | SO3 – Edinburgh's children and young people enjoy their childhood and fulfil their potential |
| **Appendices** | Appendix 1 Edinburgh Autism Strategy - Towards an Edinburgh Autism Plan |

# Towards an Edinburgh Autism Strategy -

# Edinburgh Autism Plan for people with autism who do not have a learning disability

**November 2013**

**www.edinburgh.gov.uk/autismplan**

EDINBVRGH

THE CITY OF EDINBURGH COUNCIL

HEALTH AND SOCIAL CARE

NHS

Lothian

**Foreword**

Autism is a lifelong developmental disability. People with autism experience difficulty with social communication, social interaction and social imagination.

The Scottish Strategy for Autism 2011 set out the Government's vision for autism services in Scotland. In 2010, the City of Edinburgh Council (CEC) set out plans for services for people with autism who have a learning disability. In Edinburgh, we have identified that there are significant gaps in provision for people with autism who do not have a learning disability. This Edinburgh Autism Plan is about getting the right service at the right time to promote the independence and resilience of people with autism and their carers. It considers the needs of adults, young people moving into adult services, and children, focussing on people with autism without a learning disability.

Six priority areas are identified for service improvement:

- **Development of a care pathway** – getting the right services at the right time
- **The wellbeing of children and young people with autism**
- **Housing** – better support on housing matters and the right kind of housing
- **Employment** –increased support in finding and sustaining employment
- **Individual outcomes** – improvements in people's quality of life
- **Better training / awareness of autism** – increased training and awareness of autism in services and for carers.

We consulted on the plan between May and July 2013. There was significant support for the plan and the service improvements proposed.

We have already made a start at developing and improving services available for children, young people and adults with autism in the city. A key theme in the plan is increasing awareness and developing practice in mainstream services. We are heartened that people from a range of services have volunteered to become Autism Champions.


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**Purpose of the Plan**

1.     The plan aims to provide a context for the development of a strategic direction for improving outcomes for people with autism and their carers.

2.     The Council has already set out plans for services for adults with autism and a learning disability within the wider learning disability strategy[1]. Against this background, our self-evaluation identifies significant gaps in provision for people with autism who do not have a learning disability. Taking this into account, the plan focuses upon services for people with autism who do not have a learning disability.

3.     To optimise improvements in outcomes of people with autism, the plan places particular emphasis on timely interventions that promote the independence and resilience of people with autism and their carers.

4.     The plan includes reference to both adults and children. Whilst there are some common themes across all age groups, the legislative and organisational context is quite distinct for adults and children's services.  In children's services, provision and priorities are set within the wider framework of the integration of planning and provision for children and young people with additional needs within the context of Getting It Right for Every Child.

**What is Autism?**

5.     Autism is a lifelong developmental disorder more commonly referred to as Autism Spectrum Disorder (ASD).  It affects people differently, with some individuals being able to live independently and others needing very specialist support. However, everyone with autism will experience difficulty in the following three areas of functioning, sometimes referred to as the triad of impairments:

- Communication – both verbal and non-verbal, e.g. difficulties with use and interpretation of voice intonation, figures of speech, facial expressions and other communicative gestures;

- Reciprocal social interaction – this includes the ability to understand what someone else might be thinking in a real-time situation and to understand the need for social 'give and take' in conversation and overall interaction;

- Restrictive, repetitive and stereotypical routines of behaviour – which may be very restricting for their family, friends and colleagues but may also be psychologically distressing or inhibiting for the individual with autism.

(Note: the American Psychiatric classification of autism is being revised and includes a proposed change to simplify the definition of autism).

**The Scottish Strategy for Autism**[2]

6.     This Strategy, which was published in 2011 by the Scottish Government and COSLA, has a vision that people on the autism spectrum are *"respected, accepted and valued by the communities and have confidence in services to*

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[1] Edinburgh Joint Learning Disability Capacity Plan.
2010 – 2020/25: Outcome of Consultation December 2010

[2] The Scottish Strategy for Autism, Scottish Government 2011  www.scotland.gov.uk

*treat them fairly so they are able to have meaningful and satisfying lives. One of its ten indicators for best practice is the development of a local autism strategy. It sets out 2, 5 and 10 year goals with the first two years focussing on access to mainstream services".* The current position in Edinburgh in relation the two-year goals and to the best practice indicators are attached at appendix 1 for adults and 2 for children. Taking into account our performance in these key areas, this plan sets out the current priorities for improving services in Edinburgh.

7. The Scottish Government has made funds of £13.4 million available nationally to organisations across Scotland to develop new services and specifically £35,000 to each local authority to develop and publish a local autism plan. Projects in Edinburgh have been fortunate in securing some short-term funds to develop a range of children's and adult autism services.

8. This is a time of significant development for autism services in Scotland, as the National Strategy is rolled out, new services and approaches are being developed and researched, including a "menu of interventions". In due course, the evaluations of these developments will help inform resources across Scotland and in Edinburgh.

**Prevalence**

9. The estimated prevalence of all people with autism in the Edinburgh population is 1:100, which equates to 4,850 people (Knapp 2009). As explained above, this plan is about people with autism who do not have a learning disability and it is estimated there are 2,400 people in this group in Edinburgh.

10. Historically, autism has been under-diagnosed so many adults do not have a diagnosis. The situation is improving with diagnosis being made in childhood.

11. Receiving a diagnosis in childhood and having more effective interventions at that stage is likely help people with autism lead more positive lifestyles. This may in turn reduce long-term dependency on services.

12. Late assessment means that some people have struggled significantly through their lives without their specific needs being recognised or addressed. Young people and adults with autism may therefore experience a variety of secondary problems as a result, which come to the attention of services due to a different presenting problem e.g. homelessness, substance misuse, eating disorders.

13. National research also shows evidence of inadequate recognition and treatment of coexisting mental and physical problems. Over a 20 year period, there has been a five-fold increase diagnosis in the number of 9 to 10 year old children with autism (Knapp 2009). The reasons for this increase are not known; certainly the expertise for the diagnosis of children is now more available than it was 20 years ago, but there may be other factors. This trend has become increasingly evident within children's services in recent years and encouragingly the mean age of diagnosis has also been reducing, enabling earlier intervention.

14. The Council currently knows of approximately 850 children aged 0 – 18 years with autism in educational establishments. This number reflects the national prevalence figure and is significant for planning future transition and adult services for people with autism.

**Developing an Autism Plan for Edinburgh (for people without a learning disability)**

15. This plan is informed by:

    - The National Autism Strategy 2011 - A Review of Progress in Edinburgh – see appendix 1 and 2

    - Good practice in place in Edinburgh and elsewhere

    - A multi-agency programme of self-evaluation and service improvement in Children and Families services

    - Work led by NHS Lothian to develop a "matched care model" for autism

    - Views of the Edinburgh Autism Plan Group - its focus has on been on adults and young people with autism without a learning disability. Its members include people with autism, carers, NHS Lothian, the Council, housing, care and supported employment providers. A membership list is attached at appendix 3.

    - Comments made during the Edinburgh Autism Plan consultation with children and adults with autism and their carers and professionals. Notably the final plan includes an additional priority on "the wellbeing of children and young people with autism". This priority has been added to reflect the comments made during the consultation and the need for improvement identified by children's services.

**Children's Services**

16. The current position in Edinburgh in relation to the two-year goals for children and young people is attached at Appendix 2. This plan sets out the priorities for improving services for children and young people in Edinburgh.

17. The Edinburgh Autism Plan Group, which focuses on adults and young people in transition without learning difficulties, has been meeting since June 2012. However, a group focussing on an autism plan for children and young people has recently convened and this work is still in the process of development.

18. Edinburgh has a significant number of well-evaluated and established services for children and young people and is currently consulting on and developing services in a number of areas. This consultation is gathering the views of parents, carers, young people and a wide range of professionals supporting children and young people on the autism spectrum. Researchers have engaged in dialogue with the Additional Support Needs Forum.

19. As well as being informed by our understanding of autism and its implications for the experiences of children and young people, our approach is informed by a range of policies and legislation such as

    - The United Nations Convention on the Rights of the Child
    - The Equalities Act
    - The Adult Support for Learning Act
    - Getting it Right for Every Child

20. Children and Families will work in collaboration with all key partners to develop a Children and Young People's Autism Plan for Edinburgh by the end of 2016. The

plan will be informed by information gathered as part of the above consultation and development work commissioned by the Council. This focuses on support for all children and young people with autism from birth to aged eighteen, both with and without a learning disability.

21. Amongst professionals in our community, we have practitioners with high levels of expertise who are well informed about research at a national and international level. Strong multi-agency links exist across autism support services in Edinburgh. These services comprise of Additional Support for Learning services (including visiting teacher support, psychological services, support co-ordinators and staff in specialist educational placements), health professionals (including speech and language therapists, occupational therapists), paediatricians in community child health, child and adolescent mental health services (CAMHS) and social work professionals.

22. All planning for children and young people with additional needs is delivered through an integrated framework supporting the implementation of 'Getting It Right for Every Child'.

23. Key principles informing practice across Edinburgh focus on ensuring that effective provision:

- Is proactive and anticipatory
- Is proportionate, fit for purpose and timely
- Builds resilience and capacity in and between individuals, families and schools
- Is inclusive
- Is individualised
- Is equitable and sustainable
- Is focused on achieving seamless support through transitions
- Makes the best use of resources

24. In addition to mainstream services, children and young people and their families can access supports that are available to those with a wide range of additional support needs, e.g. Child Inclusion: Research into the curriculum (CIRCLE), learning and education resources, the Visual Support Project, and the Edinburgh Guarantee (post school transition support). These are not detailed in this document.

25. Some children and families benefit from support from commissioned services such as Sleep Scotland, Lothian Autistic Society, Play Schemes and Barnardo's Intensive Behaviour Support Service (BIBS). An enterprising third sector contributes significantly to the resources available. These include The Yard, Tailor-Ed and Lothian Autistic Society.

26. Diagnostic assessment for children and young people is readily available through CAMHS and Community Child Health. A draft pathway for Edinburgh has been created within the past year. Developments within this area will be taken forward within the wider structures of NHS Lothian.

**Adult Services**

27. Each year, an increasing number of adults are diagnosed with autism, and children who have already been diagnosed with autism move into adult services. This puts extra demands on advice and ongoing support services. People have suggested we need to improve co-ordination across services and improve information, advice and the autism care pathway.

28. Edinburgh is fortunate to have some good quality services for adults with autism who do not have a learning disability.  Edinburgh services include

- NHS Lothian's Adult Autism Diagnostic Service – includes an adult autism co-ordinator, who is also the lead clinician, and a number of clinicians providing sessional input

- The Health and Social Care's Aspire service (part of the Transition Team) – a social work service for young people with autism in transition

- Autism Initiatives' One Stop Advice Shop at Number 6, which is part funded by the Council, and provides advice, mentoring, social groups and signposting to other services

- PASDA (Parents of Autistic Spectrum Disorder Adults) which represents carers of adults with autism

- Into Work providing support to people with autism in employment

- A range of short-term projects funded from the Scottish Autism Development Fund

- Supported accommodation, including one dedicated service for people with autism without a learning disability, and generic services supporting other people with autism

29. The Council and/or NHS Lothian fund some of these services but others are dependent on short term external funding.

30. The group identified five priority areas that could improve the outcomes of adults with autism in Edinburgh:

- Identification of gaps in adult service provision and development of a care pathway[3] for autism.

- Housing issues – access to housing in "safe" areas, skilled housing advice and support.

- Employment opportunities, including pre-employment support and maintaining people in work.

- Individual outcomes which are relevant for people with autism.

- Improved access to training and raising awareness of autism across care, support and advice services.

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[3] www.clinicalgovernance.scot.nhs/section2/pathways.asp

Each of these areas is considered in detail below and has informed the proposed model of care and care pathway.

**Gaps in adult service provision – moving to a care pathway.**

31. *Accessing health and social care services* – a key feature of people with autism is difficulty with communication and expressing themselves and their needs. The assessment of a person with autism without a learning disability is challenging as their needs are often hidden and their impact can depend on the circumstances. Families and people with autism tell us that professionals often miss or fail to understand the disabling impact of communication difficulties when carrying out assessments. Someone who may appear competent can have difficulties because of their inability to communicate or understand social situations others take for granted.

32. *Diagnosis -* In line with the national strategy, we need to develop easy access *to* diagnosis and post diagnostic support with coordination to assist people to access social care services and networks.

33. Currently, a person's GP has to make a referral through to the Community Mental Health Team, who will in turn make a referral to the NHS Lothian Specialist Diagnostic Autism Service. Access to a diagnosis is variable across the city. Carers talked of little support with understanding a diagnosis. We have identified a need review the arrangements for diagnosis of autism and to target training for GP's and community mental health teams in understanding autism and effective interventions.

34. *Advice & Support post diagnosis  -* The range of people's needs and the support they will require post diagnosis will vary immensely. Most people with autism without a learning disability will have low or moderate care needs and their requirements will be mainly around communication, building a social network, promotion of independence, employment, housing and maintaining stability. A few will however have critical or substantial needs and will require 24 hour support and supervision.

35. Access to post diagnosis advice and support is variable across the city. There is a need to develop clear guidance about the level and type of intervention, advice, support and to build in the option of a review meeting post diagnosis. This would ensure that people know/are able to make contact with relevant support services. We know that only around half of the adults diagnosed with autism in Edinburgh make contact with the Number 6 advice and information service.

36. *Young People in transition* - the Council's Aspire team bridges the transition from children to adult services. The transition route is complicated, as the age of transition to adult services is not the same in all services. We recognise that there is an established referral route for Council schools to this service and links are being made with local private schools. The challenge for this service is late diagnosis of autism, which sometimes happens just at the stage of transition. People told us that transition is particularly difficult if the young person had a late diagnosis or had not been attending school, as there would have been no transition planning.

37. *Mental Health Services -* A multidisciplinary approach for young people with autism could possibly provide a more effective intervention for providing flexible

support and/or improved access to ongoing mental health services, behavioural support and practical interventions.

38. Some teenagers with autism stop attending school and become socially isolated and withdrawn at home, where the family relationships can be very strained.   There is a need for practical intervention for families including training/mentoring to understand autism and to find solutions for difficult home situations and reduce aggression at home.  Alongside this, services for children and young people need to identify improved ways in which to enable young people to remain in school education.

39. People with autism have voiced concerns about NHS mental health services not understanding people with autism and not having appropriate therapies to address their needs.  Nationally, research is being undertaken to determine psychological interventions that can assist people with autism.

40. *Flexible support with life changes* – People with autism struggle with minor and major life changes.  People may require assistance with developing strategies to cope with change.  The National Autism Strategy highlights the need for flexible support which people can dip in and out of through their lives as required.  One proposal is to have a local autism co-ordinator who can advise in this way.

41. *Information and Advice/ Developing Social Networks* - the One Stop Shop Number 6 provides advice and assistance for people with autism without a learning disability through 1:1 advice, mentoring and as a base for social networks.  The service is well used and the one stop shop model is being rolled out across Scotland as part of the National Autism Strategy.  Each year approximately 70 additional people in Edinburgh use this service; as a result the capacity of Number 6 to respond is severely stretched.  A need was identified to put more information online about the range of social supports, events and training available in the city and to extend the range of advice and support available to people in the city.

42. *Carers* - All carers have the right to a have their own care and support assessment.  Short Breaks can assist both the carer and person with autism, in most circumstances individually tailored packages work best.

43. Once a person has a diagnosis, their carer(s) often need help with understanding the diagnosis, in particular how to communicate effectively with a person with autism and where to go to get help and advice.

44. Many adults with autism still live at home with their families or families are heavily involved in supporting them in daily living.  Parents of Autism Spectrum Disorder (PASDA), a local charity that supports carers of adults with autism.  Carers in Edinburgh and PASDA identified a need for training and support for carers who have adult children living at home who are isolated and at times aggressive.

45. *Isolation and Loneliness* – People told us they hugely value the few social activities that are organised by/for people with autism. They stressed that the value of specific social activities in preventing/reducing isolation to be recognised in the plan

**The right services at the right time – Autism Matched Care Model**

46. We need to be clear what Edinburgh's autism matched care model is. This will be underpinned by the completion of an Integrated Care Pathway for autism:

    Referral ► Diagnosis ► Initial Supports ► Ongoing Supports

    The care model in children's services operates on common principles within the Edinburgh pathways for Getting It Right for Every Child. One important difference from the adult model is the presumption that where need is identified initial supports will be put into place in advance of diagnosis.

47. We need to be clear what Edinburgh's autism matched care model is. This will be underpinned by the completion of an Integrated Care Pathway for autism:

48. The model will need to pay particular attention to the care pathway at points of transition from child to adult and adult to older people's services.

49. Values that will underpin the matched care model are:

    • Promoting independence and personalised supports

    • Improving communication round the person with autism

    • Helping people with autism manage change

    • Supporting carers

    • Increasing capacity in mainstream services

50. Work has begun on several aspects of the integrated care pathway:

    • We are building awareness in frontline services about understanding autism and how to access health and social care services. This is being addressed through the Autism Champion Initiative and development of an Edinburgh autism awareness booklet and e-learning module (referral).

    • Promotion of the Scottish Autism Alert card (when it is published) – A card that people with autism can carry which tells others what to expect when they meet a person with autism, including notes for criminal justice professionals (referral).

    • Frontline services, including GPs, Police, Accident and Emergency and Social Care Direct are aware of indicators of autism, how to communicate effectively with people with autism and understand the care pathway. When developed, information about the Integrated Care Pathway will be available on Refhelp, NHS Lothian's referral guidelines (referral).

    • There has been an in principle decision that adults will get an autism diagnosis and support via mental health services (diagnosis).

    • Collation of summary of effective psychological interventions and therapies (diagnosis/ initial support).

    • Ensuring Lothian's Best Practice Transition Protocol is adopted by all child and adolescent mental health services across Lothian and adult transition services (diagnosis)

- Improvements to support in the first year after receiving a diagnosis are proposed through additional resources to the One Stop shop to follow up and review people in the first year. There is scope to develop this area further (initial support).

- Online and face to face autism advice, information and a mentoring service is to be available in the city.  A one stop shop is established for adults, but it struggles to meet demand.  Web information on Edinburgh services is to be developed (initial and ongoing support).

- The Council's Aspire team and Local Area Co-ordination team now provide social work assessment and support for young people with autism who are in transition (initial and ongoing support).

- Increase capacity in mainstream and mental health services through the promotion of Autism Champions, to improve/develop quality of services such as social work, housing, job centres and the police by building skills and knowledge for staff teams.

- Support initiatives to prevent isolation and loneliness by exploring ways to ensure funding is sustainable for these organisations (ongoing).

- Development of key performance indicators to monitor performance of the matched care model (all)

**Housing Issues Identified**

51. It is difficult to access housing in "safe" areas, skilled housing advice and support.

52. Adults with autism face particular difficulties with both securing appropriate housing and maintaining a tenancy. Differences in sensory perception can make many environments difficult to bear, limiting the availability of suitable accommodation. Private lets are often the only realistic option in the short-term, but can often be too insecure (i.e. unpredictable), to contemplate, leaving people with autism in constant fear of being given notice on their tenancy.

53. Safety is a major concern. Neighbour disputes can be very traumatic for adults with autism, and they are sometimes seen as the difficult neighbour, rather than the victim of anti-social behaviour, due to a difficulty in communicating their side of the story. Sensory differences are often ignored and they are seen as unreasonable or fussy when trying to report noise issues.  Adults with autism have stressed that they would feel more secure if they were living in autism-specific housing, similar to the model used by Autism Initiatives at Blackfriars Street.

54. Management of a tenancy for adults with autism can be problematic.  Some people experience real problems in dealing with the landlord or any workmen entering the property. This often stems from the workers lack of understanding of autism and the need to prepare people when entering their home (in particular, the need to be aware of the reason for this and for the visit to occur at the allotted time).  Sometimes adults with autism will need support to maintain their tenancy. A small amount of support can be crucial to enable

them to live independently, but time needs to be taken to build a relationship of trust before this support can be effective.

**Housing proposed actions**

55. *Increasing capacity in mainstream services* – In line with the national strategy, we see a need to ensure that a wider range of mainstream services/networks can support people with autism. Our proposal to increase this capacity is to promote Autism Champions across the mainstream services, such as social work services, housing advices services, job centre and the police.

56. *Autism Awareness Training* – provided to all staff dealing with CEC housing issues, in particular housing officers, Edindex (Edinburgh housing allocation system) staff, housing benefit officers, repairs direct staff and community safety officers. In addition, an advice sheet should be made available for staff within these departments, with some basic guidelines and contacts if they are dealing with someone with autism.

57. *Autism champions* – there should be dedicated autism champions within housing services. Some Community Safety Officers have already volunteered.

58. *Autism Flagging system* –We have added a box to the Edindex form to allow adults with autism to be identified if they wish and specific accommodations made (e.g. a repair can be allocated for a specific time, rather than a full-day slot).

59. *Supported housing* –CEC and its local housing associations should investigate setting up supported housing for adults with autism and no learning disability. Particular attention could be made to sensory differences at the design stage.

**Employment**

60. Adults with autism can experience a range of difficulties in obtaining and keeping a job. The difficulties in obtaining and keeping a job can arise from a lack of appropriate information, advice and support for adults with autism.

61. In Edinburgh, there are two major providers for employment support for adults with autism:

- Number 6 is a one stop shop for adults with autism without a learning disability. A range of information, advice and support services are provided, including 1:1 advice and support on employment issues. This includes support with the application and interview process as well as support and advice with difficulties that may arise in the workplace. Between April 2012 and October 2012, Number 6 provided 178 sessions comprising of 1:1's, appointments and group sessions on employment and education issues.

- IntoWork provides supported employment services to 75 people with autism. It uses the 5 stage supported employment model to support people into employment – job readiness, vocational profiling, job search, employer engagement and on/off the job support.

62. Supporting people with autism into work can require support for a considerable period. IntoWork have successfully obtained funding from the Scottish Autism Strategy. This will fund a worker who will be able to work with people for up to a two year period in preparing for and finding employment.

**Employment Proposed actions**

63. *Autism champions* – to increase knowledge and specialism in autism there should be dedicated autism champions in a range of employment related functions including careers advice, job centres, and HR advisors in the Council and NHS Lothian.

64. *Information on welfare benefits* - there will be an impact on people's benefit situation when considering possible employment options. Number 6 and FAIR have provided joint welfare benefits service since 2012. This should continue as many people with autism will be subject to welfare benefit reviews in the next two years and will need assistance with communicating their needs.

65. *Work experience – t*hese can be very beneficial experiences for people with autism in preparing for, or as part of the transition to, employment. The Council, in partnership with other local organisations, is developing two specific projects that will provide experiences for people disabilities including people with autism:

   - *Project Search* – City of Edinburgh Council and NHS Lothian will explore methods of increasing the number of people with autism in the organisations. Project Search is a program which provides training and education leading to employment for people with disabilities. Project Search is based on a partnership approach that includes a business, a training organisation and a supported employment organisation. This model will be developed for people with disabilities, including autism, in the Council. It is anticipated that the first intake will take place in summer 2014 and the project will be a partnership between, the Council, IntoWork, Edinburgh College and NHS Lothian.

   - Edinburgh Guarantee Plus - modern apprenticeship opportunities are secured for young people without disabilities.

66. *Jobcentre Plus* – Jobcentre Plus is an important agency in assisting people to find appropriate employment. We suggest autism awareness training continues for new staff and that annual refresher courses are established in Edinburgh centres.

67. During the consultation on the plan, managers working in the Council spoke of the need for training on how they can support employees with autism in the workplace. Consideration should be given to how the Council can support employees with autism at work. This might include training for managers on supporting people with autism in the workplace and for employees with autism, for example on autism awareness and managing anxiety at work.

68. *Volunteering experiences* – these can be very beneficial experiences for people with autism in preparing for, or as part of the transition to, employment. The Council and NHS Lothian should consider how to provide/promote experiences for people with autism.

**Outcomes for People with Autism**

69. When defining outcomes, it is important to recognise that what has been traditionally viewed as a 'positive' outcome may not necessarily be the case for an adult with Autism. Indeed, while it is widely acknowledged that areas such as living independently in your own home, having strong social networks and a job are common measures of positive outcomes in adult life, for some adults with autism such generalisations may be unhelpful. Our opening premise must be that there is no single definition of what constitutes a positive outcome and that subsequently, it is the particular needs and wishes of each individual that determines its success. This is in itself a challenging statement both for commissioners of services and service providers that will require changes to traditional ways of thinking and innovation in terms of new approaches – both of which are vital if we are to truly make services responsive to the needs of adults with autism.

70. Outcomes for children and young people are defined in terms of the Wellbeing Indicators with the National Practice model for Getting it Right for Every Child[4]; "We want all our children and young people to be fully supported as they grow and develop into successful learners, confident individuals, effective contributors and responsible citizens". We believe they should be:

- Safe – protected from abuse, neglect or harm

- Healthy – experiencing the highest standards of physical and mental health and supported to make healthy, safe choice

- Achieving – receiving support and guidance in their learning – boosting their skills, confidence and self-esteem

- Nurtured – having a nurturing and stimulating place to live and grow

- Active – having opportunities to take part in a wide range of activities – helping them to build a fulfilling and happy future

- Respected – to be given a voice and involved in the decisions that affect their well-being

- Responsible – taking an active role within their schools and communities

- Included – getting help and guidance to overcome social, educational, physical and economic inequalities; accepted as full members of the communities in which they live and learn

71. Autism services for adults funded by the Council report on outcomes applied to all support services. The result of this approach is that these outcomes do not address the particular needs/wishes of adults with Autism. It is proposed that Friedman's (2005) Conditions of Wellbeing Outcomes are utilised for evaluating services supporting Adults with Autism:

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[4] http://www.scotland.gov.uk/Topics/People/Young-People/gettingitright

- Being healthy

- Staying safe

- Enjoying & achieving

- Making a positive contribution

- Achieving economic wellbeing

72. Development of outcomes and key performance indicators to monitor performance of adult services will be undertaken as part of the work with NHS Lothian on the matched care model.


**The Wellbeing of Children and Young People with Autism**

73. The wellbeing indicators set out in 71 above apply equally to all children and are addressed taking into account each child's strengths, needs and family circumstances. Whilst we recognise that the needs of children with autism are diverse and find unique expression in each individual, there are areas of concern that are typical to autism that need to be taken into account in child planning. In particular, it is especially important to recognise the inter-relationships between the child's life at home and in the community and their life in early years and school education. It is also important to recognise that the impact of a child's or young person's autism may be 'hidden' or find expression in indirect ways.

74. Well balanced, integrated and 'autism aware' planning provides the most effective framework for promoting the wellbeing of a child or young person with autism. To enable this we are developing resources to support effective 'autism aware' planning with involvement from the child or young person, parents/carers and professionals. We are also working with our partners to support better opportunities for learning, inclusion, fun and friendships for children and young people in learning, in the wider life of schools, in play and leisure and the wider community life.

75. This improvement framework will be developed and extended as part of the wider strategy for children and young people with an Autism which will be developed through the Edinburgh Children's Partnership.


**Promoting Awareness and Training and the Autism Champions Initiative**

76. This improvement framework will be developed and extended as part of the wider strategy for children and young people with autism which will be developed through the Edinburgh Children's Partnership.

77. There is evidence that basic awareness training on autism can improve significantly people's ability to communicate with people with autism. We are developing Edinburgh focussed training materials on understanding autism, including an information booklet and e-learning module.

78. We have begun to map out education and training requirement of practitioners. In partnership with NHS Lothian, we will develop a tiered education and training programme to underpin the matched care model, including detail on required competencies, skills and learning outcomes. This will be informed by work being undertaken at a national level.

79. We plan to establish a multi-professional, Lothian wide team with responsibility for delivering the education and training programme.

80. World Autism Day is now celebrated internationally on the 2nd of April. Cities have demonstrated their support by lighting up significant building such as the Eiffel Tower and the Empire State building in blue. It is recommended that the Council and its partners celebrate the next world autism day and that a programme of events is developed. This would be an excellent opportunity to promote awareness of autism and publicise work being undertaken in the city.

81. Raising awareness of autism and training of families on how to communicate with a person with autism has been demonstrated to significantly improve people's quality of life. We need to ensure that families have access to this type of training on an ongoing basis.

82. The Government has a project considering accreditation for autism trainers; this will inform the development of a pool of local autism trainers.

83. Getting it Right for Every Child provides the framework for a structured approach to leadership, training and awareness across services for children and young people. Opportunities for shared training will also support better transition between the worlds of children's and adult services.

**Autism Champions**

84. A key development of this plan will be the development of the Autism Champion Initiative. The role of an Autism Champion would be to

- build knowledge, understanding and skills in teams about working effectively with people with autism
- contribute to the development of good autism practice in the city
- promote autism awareness, influence and interest throughout statutory agencies including Health and Social Care (H&SC), NHS, the Job Centre, police, Services for Communities and Housing Associations.

85. Autism Champions should be promoted both in social work teams and in main stream services such as housing, Revenues and Benefits, police and employment services and in social work and mental health services assessment and treatment services. The first group of champions have volunteered and will meet for the first time in October 2013.

86. Autism Champions would be part of and supported by a multidisciplinary practitioner group. Ongoing support for Autism Champions will be provided by the Council. An outline role and purpose for an Autism Champion is attached at appendix 4.

**Financial Implications**

87. The Scottish Government allocated the Council one-off funding of £35,000 to develop an Autism Plan for Edinburgh.   The funding is being used to:

- develop the plan
- roll out the Autism Champion Initiative
- develop new training resources - including an Edinburgh Understanding Autism, elearning module, autism development work in schools and training and coaching for carers.

88. The Council's investment in adult autism services for people without a learning disability is small in comparison to the identified needs. £115,450 was invested in 2012/13 on Number 6 One Stop Autism Shop & Aspire social work transition service), this included a grant of £35,000 from the Government. In 2013/14, funding of £238,450 has been identified (this includes £70,000 short term funding from the Government) to develop the plan and for service improvements and to ensure that existing quality autism services are sustained. See Appendix 5 for more detail on spend.

89. In Children and Families, the biggest area of expenditure for children with autism who do not have a learning disability is in additional support at school. In 2012/13, additional support costs for this population amounted to £4,765,350. Broadly this represented a 50/50 split between specialist provison and additional support in mainstream settings. The highest concentration of additional support in mainstream settings is in the early years, where 34% of all additional support is for children with autism. In primary schools, 16% of support to mainstream schools is for children with an ASD and in secondary the proportion increases again to 23%.  Expenditure in Children and Families social work is additional to the above.

90. Given the financial constraints on the Council, it is likely that many of recommendations will have to be achieved through service redesign or reprioritisation of budgets.  However, the plan requires a greater focus on raising awareness, partnership approaches and improved co-ordination of services - these initiatives do not necessarily require additional funds.  In addition, partnership working provides opportunities to align community and private sector resources and attract third sector funding.

91. There are significant areas of the plan still under development e.g. plans for post diagnostic support, options for supported housing, evaluation and feasibility of long term funding of local autism pilot projects, improvements in schools and family support.  A detailed costed action plan will therefore be completed in 2014, once the national funding situation is clearer and the adult autism care pathway has been completed.

**Equalities Impact**

92. An Equalities Impact Assessment has been undertaken and includes feedback received as part of the consultation process.  The assessment can be viewed at https://orb.edinburgh.gov.uk/info/200849/equalities/463/equality_and_rights

**Environmental Impact**

93. Some people with autism have heightened sensitivity to sound, light, touch and smell. The environment and even small changes to it therefore can be a particular issue for people with autism.

**Recommendations**

1. Children and Families will work with key partners to develop a Children and Young People's Autism Plan for Edinburgh. This will be demonstrated by increasingly autism friendly environments across services for children delivered through:

   - A published framework for effective and consistent use of appropriate strategies which will impact positively on the well-being of children and young people with autism

   - Use of an autism framework within the Integrated Child Planning Process

   - A strategic programme of autism awareness and training across Children and Families' Services including an advanced training programme for targeted staff

   - An audit of existing services for children and young people with autism with a view to identifying priorities for improvement.

2. Improve service planning and develop shared training to support better transition between children and adult services to be demonstrated by:

   - Getting It Right Transition Planning allowing for collaboration of adult and children services to plan for next steps

   - Transition groups running for young people of school leaving age addressing skills of independence and social awareness

   - Increased number of students supported in 5$^{th}$ and 6$^{th}$ years at High School offering opportunities such as the JET programme, collaboration with agencies such as Enable and Caledonia Youth to support skills of independence and relationships.

3. Completion of an Integrated Care Pathway for young people in transition and adults with autism as outlined above.

4. CEC and local housing associations seek opportunities for supported housing for adults with autism and who do not have a learning disability and promote autism awareness training amongst front line staff.

5. People with autism are actively encouraged to participate in proposed employment initiatives in the City; Project Search, a model to assist young people with disabilities gain employment and Edinburgh Guarantee Plus.

6. The Council puts in place strategies to can support employees with autism at work, such as training for managers on supporting people with autism in the workplace and for employees with autism for example on autism awareness and managing anxiety at work.

7. A refresher autism awareness training for Jobcentre Plus staff should be run annually.

8. CEC considers how to provide/promote volunteering experiences for people with autism.

9. Welcomes the Autism Champions Initiative and notes that an Edinburgh Autism Awareness booklet and an elearning Autism Awareness module for staff has been developed.

10. The Council supports training for carers and notes that the Council, in partnership with PASDA, (a local support services for carers of adults with autism) has commissioned training for carers to build family's skills in supporting people with autism.

11. Ensure current information and advice, information and mentoring services in the city for adults with autism are sustainable and consider ways to increase these services in the city.

12. The Council and its partners celebrate World Autism Day on 2$^{nd}$ April 2014 to promote awareness of autism in the city.

13. Edinburgh Autism Plan group will reconvene to consider the on-going monitoring and governance of the Edinburgh Autism Plan. Its membership will be reviewed to ensure representation from key stakeholders.

14. A costed action plan for this strategy is developed in 2014, once the national funding situation is clearer and the autism care pathway has been completed.

15. This plan is submitted to the Government in November 2013.

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**Appendix 1**

**National Autism Strategy – Edinburgh Current Position for Adult Services**

| Scottish Strategy's 2 year goals | Current position Edinburgh | Plans |
|---|---|---|
| Access to mainstream services where these are appropriate to meet individual needs | Some training been done in Job Centres and Police Autism awareness included in Police Officer Induction | Promote Autism Champions in mainstream services |
| Access to services which understand and are able to meet the needs of people specifically related to their autism | Provision of Number 6 One Stop Shop and dedicated Social Work Transition service "Aspire" for young people with autism. Hard to access appropriate mental health services Local Area Coordination Team working with people with autism. | Promoting knowledge and understanding of autism amongst front line workers and community mental health teams |
| A local Autism Strategy developed ' | Plan in place for adults relate to services for people with a learning disability and autism | Plan for adults with autism and no learning disability being developed. |
| Removal of short-term barriers such as unaddressed diagnoses and delayed intervention | Recognition of need to develop integrated care pathway and awareness of autism and relevant services amongst GP's and Community Mental Health Teams. | Development of an integrated Lothian care pathway for adults without a learning disability being developed. |
| Access to appropriate post-diagnostic support for families and individual (particularly when there is a late diagnosis). | Post diagnostic support for adults variable, no systematic follow up. | Proposals being developed for post diagnostic support/co-ordination by NHS and the Council. |
| Implementation of existing commissioning guidelines by local authorities, the NHS and other relevant service providers. (Government guidelines 2008/03/27085247/0 | Some specific services commissioned | This plan is informed by the guidance. |
| Access to training and development to inform staff and improve the | Range of courses available for practitioners and managers. | Understanding autism emodule under development and training |

| understanding amongst professionals about ASD | | booklet. |
|---|---|---|
| A process for ensuring a means of easy access to useful and practical information about ASD, and local action, for stakeholders to improve communication. | PASDA Directory Number 6 website | Consider ways to link the various information resources and include Autism Network Scotland information. CEZ Autism Webpage to be developed. |
| Process for data collection on people using services | Various agencies collect data | Develop protocol to improve data collection across agencies. |
| Multi-agency care pathway for assessment, diagnosis and intervention – removing barriers | Carried out by learning disability services | Agreement reached diagnosis to be undertaken in mental health services and training needs identified. |
| Framework and process for seeking stakeholder feedback to inform service improvement and encourage engagement. | Carers and service user representation on the Edinburgh Autism Plan Group. Wide consultation on draft plan May-July 2013. Extensive consultation on planning services for Children with Disabilities | Group of people affected by autism, carers and multi agency stakeholders to monitor implementation of this plan. Extensive consultation exercise held May-July 2013 |

**Appendix 2**

**National Autism Strategy- Edinburgh Current Position (Children and Young People)**

| Scottish Strategy's 2 Year Goals | Current Position in Edinburgh | Plans |
|---|---|---|
| Access to mainstream services where these are appropriate to meet individual needs | <ul><li>Presumption to inclusion in educational establishments</li><li>Enhanced provision is established in Primary and secondary schools (both recently reviewed)</li><li>Schools are supported to include children with autism by the Edinburgh Autism support services, recognising the need to prevent exclusions and to ensure the entitlement of every child to a school education</li><li>Whole staff autism training in primary and high schools</li><li>Spectrum multi-disciplinary pre -school support at home and educational establishment through to the end of Primary One</li><li>Edinburgh Leisure support for inclusion</li><li>Recognised need to improve access to social, leisure, evening and weekend activities and opportunities</li><li>Equalities Act (2012) - materials prepared for all schools to support implementation of this guidance</li><li>Increased access to an appropriate curriculum in S5 and S6</li></ul> | <ul><li>Whole staff default autism training for educational establishments</li><li>Strategic professional development framework</li><li>Iidentified autism lead (Autism Champion) in educational establishments</li><li>Equalities Act (2012)- All schools to receive guidance to support compliance</li><li>Implementation of reflective tool to support the planning processes for pupils with autism</li></ul> |
| Access to services which understand and are able to meet the needs of people specifically related to their autism | <ul><li>The Edinburgh autism support services are well established</li><li>Specialist schools and provisions are skilled in supporting pupils with autism</li><li>Primary and Secondary autism specific after-school clubs are established and have been positively evaluated</li><li>Specialist playscheme provision is available</li><li>Playboxes Project- targeted support developing joint attention,</li></ul> | <ul><li>Establishment of a range of supports and opportunities to promote wellbeing and social competence</li><li>Partnership working between City of Edinburgh ASL Services and Capability Scotland to create an extension of the Primary Club model</li><li>Improved access to support</li></ul> |

| | | |
|---|---|---|
| | • play and interaction in young children with autism<br>• Social Communication Groups run collaboratively by Edinburgh autism support services<br>• Close working between NHS Lothian and City of Edinburgh aims to make effective local provision available for children and young people who have autism and a learning disability and who require intensive behavioural support<br>• Exploration of programmes and supports to promote the development of social understanding and competence e.g. PEERS Programme<br>• Dedicated Social Work transition team 'Aspire' support young people into positive destinations<br>• Third sector provide a wide range of activities, groups and clubs | available, including during weekends and holidays<br>• Close working between NHS Lothian and City of Edinburgh aims to make effective local provision available for children and young people who have autism and a learning disability and who require intensive behavioural support. |
| A local Autism Strategy developed | • Consultation and development work, commissioned by City of Edinburgh, is underway | • Edinburgh Autism Plan for Children, with and without a learning disability, to be developed |
| Removal of short-term barriers such as unaddressed diagnoses and delayed intervention | • Evaluation identified overall areas of strength in paediatric diagnostic services<br>• A draft pathway for diagnostic assessment of children and young people has been devised<br>• Waiting times for some diagnostic services are increasing and giving rise to concern<br>• Intervention is not diagnosis dependent<br>• Spectrum multi-disciplinary support offered to families at point of recognition of need<br>• New multi-disciplinary ASAP (A Single Access Point) system in place to ensure the provision of equitable and timely support<br>• Introduction of 27-30 month checks by Health Visitors<br>• Plan to include M-CHAT assessment training for Health Visitors | • Increased focus on multi- disciplinary training<br>• Improved integration of diagnostic services (CAMHS and Community Child Health) within the integrated child planning framework<br>• Sustained trend towards early recognition of need and diagnosis |

| | | |
|---|---|---|
| | • Recognised need for raised autism awareness in universal services | |
| Access to appropriate post-diagnostic support for families and individual (particularly when there is a late diagnosis) | • Standardised and appropriate information provided to all families at point of diagnosis<br><br>• Spectrum early- years multi-disciplinary team support families pre and post diagnosis<br><br>• Multi- disciplinary post diagnosis Family Follow Up meetings (5-18) piloted and positively evaluated<br><br>• Integrated child planning and collaborative working delivered through Getting It Right<br><br>• Parent Workshops offered by the Edinburgh autism support services<br><br>• Parent workshops offered by Kindred and Health Professionals<br><br>• Families have access to PEEP, Triple P, Incredible Years, Raising Children with Confidence<br><br>• Autism specific parent courses are available, e.g. Hanen (Talkability and More than Words), Williams and Wright<br><br>• CAMHS and BIBS (Barnardo's Intensive Behaviour Support) outreach services<br><br>• Support for families available through third sector, including NAS, LAS and Scottish Autism<br><br>• Siblings' groups offered by Barnardo's and Action Group | • Family Follow Up meetings will be offered to all families of newly diagnosed primary and secondary aged children in mainstream schools<br><br>• Clear and consistent information to be given to families to explain Getting It Right Child Planning process and multi-disciplinary roles<br><br>• Extended availability of existing parent programmes<br><br>• Consistent and effective use of a single child's plan across all services and practitioners |
| Implementation of existing commissioning guidelines by local authorities, the NHS and other relevant service providers.<br><br>(Government | • Strategic commissioning priorities are currently being aligned with the priorities of the children's partnership | • Finalised priorities will reflect the needs of children and young people with autism and the commissioning guidelines |

| guidelines 2008/03/27085247/0) | | |
|---|---|---|
| Access to training and development to inform staff and improve the understanding amongst professionals about ASD | • Edinburgh autism support services offer a range of general and targeted training programmes<br>• 'Understanding the Impact of Autism' (University of Strathclyde) module offered to approximately thirty City of Edinburgh staff over two years<br>• Edinburgh Autism Network formed (following on from a multi-disciplinary PGC Autism course run in partnership with University of Strathclyde)<br>• Edinburgh Autism Network plan and arrange training and information sharing events for multi- disciplinary professionals<br>• East of Scotland Professional Interest Group (ESPIG) provide a forum for the sharing of current research<br>• Research on the impact of Playboxes method undertaken by a multi-disciplinary team<br>• Training in Playboxes method delivered to over 300 staff<br>• Emotions Talk resource developed and widely used<br>• Regular ADOS peer review meetings established | • A default training course and progressive training framework to be devised for all staff in City of Edinburgh educational establishments. |
| A process for ensuring a means of easy access to useful and practical information about ASD, and local action, for stakeholders to improve communication | • Autism Network 'Practical Supports' Directory produced for professionals<br>• Support and information available from Lothian Autistic Society, National Autistic Society, Scottish Autism, Tailor-Ed, Kindred, Fair, Vocal and Enquire | • Families and professionals to be signposted to information and supports through Family Follow Up meetings following diagnosis and, as appropriate, through contact the Edinburgh autism support services<br>• Planned information sharing event for parents and professionals. |
| Process for data | • SEEMIS- Education | • To establish a reliable data set for |

| collection on people using services | • The Special Needs System (SNS)- NHS<br>• SWIFT -social work<br>• Challenge to collate this data and maintain accuracy of a database | children and young people in Edinburgh with a diagnosis of autism to support getting it right for every child. |
|---|---|---|
| Multi agency care pathways for assessment, diagnosis and intervention- removing barriers | • Getting It Right established as pathway to intervention<br>• Draft pathway for diagnostic assessment (0-18) shared with key stakeholders<br>• Identified need to further develop current diagnostic pathway<br>• Autism ACHIEVE Alliance national research outcomes available to inform planning | • Diagnostic assessment pathway will be agreed and finalised with key stakeholders. |
| Framework and process for seeking stakeholder feedback to inform service improvement and encourage engagement | • Extensive consultation process underway<br>• Focus Groups held involving young people, parents, education staff, health professionals and social work (2013)<br>• Individual interviews carried out with children and young people and parents<br>• Kindred led ASL forum | • Planned ongoing consultation with children, young people and their families.<br>• Effective involvement of children and parents in child planning. |

**Appendix 3**

**Edinburgh Autism Plan Group Members**

Helen Morgan, City of Edinburgh Council, Health & Social Care
Jayne Kemp, City of Edinburgh Council, Health & Social Care
Mary Alexander, City of Edinburgh Council, Health & Social Care
Ian Waitt, City of Edinburgh Council, Health & Social Care
Richard Ibbotson, Autism Initiatives
Matthew Day, Number 6, Autism Initiatives
Karina Williams, Parents of Autism Spectrum Disorder Adults (PASDA)
Jane Neil-Maclachan, NHS Lothian
Karen Gracie, Scottish Autism
Rick Murray, Places for People
David Bain, Into Work
Mary Rhodes, City of Edinburgh Council
Ian Waitt – City of Edinburgh Council
Tom and Patricia Campbell, Carers
Chris Griffiths, Carer
Mark Keenan, Edinburgh and the Lothian's Aspergers Society
Chris Brodie, City of Edinburgh Council, Children & Families

**Appendix 4**

**Edinburgh Autism Champions Remit**

**Purpose**

- To build knowledge, understanding and skills in teams about working effectively with people with autism
- To contribute to the development of good autism practice in the city
- To promote autism awareness, influence and interest throughout statutory agencies including Department of Health and Social Care (H&SC), NHS, Job Centre, Police, Services for Communities and Housing Associations.

**Ask of a champion**

- Keep abreast of developments in autism services in the city
- Share learning and commit to building knowledge & skills in their respective teams
- Have an interest in working with people with autism
- Develop a good understanding of autism and how to communicate effectively with people with autism
- Highlight areas of good practice and areas that need development
- Advise / sign post other team members about, effective communication, the care pathway and appropriate services/advice and information as required.
- Attend initial day session for autism champions
- Attend autism champion briefing meetings on a quarterly basis
- To know how to access relevant autism training and information about autism services

**Selection**

Staff to volunteer to do this with agreement of manager.  They would need to make a commitment.

**What is the manager committing to?**

- Initial autism awareness training – 1 day
- Session on Edinburgh services/policies and how to access them and/or half day at Number 6 to learn about services they offer.
- To attend quarterly 2 hour  information sharing sessions on autism

**Implementation**

**First stage** - To develop awareness in H&SC assessment teams and in Council and Housing Association housing services.  (Possibly NHS Community Health Teams too.)

**Second Stage** - To develop awareness in Other Council Departments and wider range of statutory agencies.


**Resources required to make this happen**

Information pack – understanding autism, effective     communication, CEC care pathway, Edinburgh services and supports

Access to regularly updated online information on autism services / policies / care pathway in the city and how to access them – to be developed

Initial Autism awareness training - Jane Neil-Maclachan & Number 6 Support for quarterly information session for autism champions

## Appendix 5 - Spend on autism by Health and Social Care - excluding care packages

| Activity | Funding source | 12/13 spend | 13/14 income | 13/14 spend | 14/15 spend |
|---|---|---|---|---|---|
| Additional H&SC staff hours to develop resources | Scottish Government Autism Plan Grant | 0 | £35,000 | 2,594 | 0 |
| Additional H&SC staff hours to develop the plan | " | | | 1409 | 0 |
| Social Stories 2 x  training sessions | " | | | 700 | 0 |
| Development of plan, venue and resource costs. | " | | | 800 | 0 |
| Training of peer trainers & development of other training materials | " | | | 4000 | |
| Edinburgh World Autism Day Events - 2nd April 2014 | " | | | 2000 | |
| Contribution to C&F temporary autism development worker & H&SC development work | | | | 23497 | |
| Champions Training Initial Training Days x 2, venue cost | H&SC workforce planning budget | 0 | | ? | ? |
| 1 specialist 1:1 advice, information and mentoring worker new post at Number 6 | Demography & service redesign 14/15* | 0 | 15000 | 15000 | 22500 |
| Carers Positive Behaviour Support Training by Richmond Fellowship jointly funded with PASDA | Demography & service redesign 14/15* | 0 | 5000 | 5000 | 5000 |
| Number 6 , Information and Advice, Mentoring Service | CEC Grant | 23000 | 23000 | 23000 | 23000 |
| Number 6 budget deficit 13/14  & ensuring core advice ad information service is sustainable in the future | Pressures Budget & service redesign 14/15* | 0 | 15000 | 15000 | 30000 |
| LAC extended to young people with autism | Disabilities Budget - service redesign | 0 | 30,000 | 30000 | 30000 |
| Project Search - employment support worker | Blindcraft / P&C autism budget | 0 | 23,000 | 23000 | 0 |
| Aspire Team | Disabilites Budget & Scottish Government Grant (35,000) for 13/14 | 92447 | 92447 | 92500 | 92500 |

**Appendix 6: Autism Plan for services for people with autism who do not have a learning disability.**
**Children and Families estimated expenditure (excluding children's Social Care)**

| Services and schools | Estimated expenditure (£) |
| --- | --- |
| Kaimes School | 1,192,800 |
| Language classes | 569,000 |
| Secondary resource provision | 346,800 |
| Psychological services | 230,750 |
| Speech and language therapy | 337,200 |
| VTSS | 732,800 |
| Audit funding to mainstream schools | 116,3000 |
| Commissioned specialist provision | 293,000 |
| Total | **4,865,350** |

# Corporate Policy and Strategy Committee

**5 November 2013**

# Review of Community and Accessible Transport Programme Update

| | |
|---|---|
| **Item number** | 7.10 |
| **Report number** | |
| **Wards** | |

## Links

| | |
|---|---|
| **Coalition pledges** | P1, P30, P37, P38, P47 |
| **Council outcomes** | CO3, CO13, CO14, CO22, CO26, CO27 |
| **Single Outcome Agreement** | SO2 |

**Peter Gabbitas**

Director of Health and Social Care

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# Executive summary

## Review of Community and Accessible Transport Update

### Summary

This report updates the Corporate Policy and Strategy Committee as to progress on the activities of the Review of Community and Accessible Transport, which commenced in April 2013.

This is a strategic, significant and far-reaching piece of work. The first tranche of Benefits Identification is targeted to be complete by the end of 2013/14 and the Benefits Realisation work will continue into 2014/15.

### Recommendations

The Committee is recommended to:

- note the six work streams involved in the review
- note the governance arrangements surrounding the review
- note the scope and key deliverables of the programme
- seek a further update report in six months.

### Measures of success

The measures of success are inextricably linked to the outputs of the programme, which are set out below.

- Each work stream will deliver a thorough stocktake of existing service provision and this will be reported to the Board (Appendix 1 outlines the governance arrangements) in a consistent format. This will also strive to take account, wherever possible and relevant, of added value services offered.

- This offers previously unavailable transparency around custom and practice as well as resources consumed.

- Best practice in partnership working/consultation in order to create a service, which is effective, efficient and meets service users' needs.

- A detailed Project Report suitable for internal management reporting and subsequently to Committee.

- A detailed Action Plan to guide a further Implementation Stage.

- Wherever appropriate, a revised or new set of policies to govern access to and the cost control over transport solutions.

- Once the cost base is transparent and understood by partners, measures for a more efficient service delivery will be developed jointly.

## Financial impact

The programme is not, in this first stage, forecasting a savings target, but is seeking to quantify and make best use of scarce transport and travel resources in the face of rising demand. The report referred to above will outline savings that are considered achievable, as and when they are identified.

There are areas of current overspend, for example, Taxicard; the review will seek to address these overspends and make recommendations for delivering a balanced budget.

## Equalities impact

Given the all-pervasive nature of transport and travel, the review team has taken care to undertake and document a significant review of Equalities issues and their implications for service delivery.

The working group (Appendix 1 shows the governance arrangements) has dedicated a number of its meetings to taking Equalities and Human Rights advice, and is actively compiling evidence to show how these issues are being dealt with; and any adverse effects mitigated.

Consideration is also being given to wider consultation through neighbourhood structures and accessing existing groups, such as the Transport Forum.

## Sustainability impact

The sustainability agenda is of major importance in the programme, with consideration given wherever possible to energy and carbon reduction matters. The aim is to reduce consumption whenever possible.

## Consultation and engagement

Extensive consultation and engagement activity has been undertaken, and this will continue. Appendix 1 shows governance arrangements, which include Third Sector representation on both the Board and Working Group.

Each work stream will consult appropriately with a wide-range of stakeholders, established fora and communities in general.

This work is being assisted by the Council's Business Intelligence and Equalities functions.

## Background reading / external references

None

# Report

## Review of Community and Accessible Transport Programme Update

### 1.  Background

1.1   The current arrangements by which the Council oversees, manages, commissions and contracts for Community and Accessible Transport, though successful in terms of quality and service delivery, are fragmented and thus Best Value cannot be demonstrated easily.

1.2   In the light this, a review programme was agreed, using appropriately scaled and adapted Managing Successful Programmes™ methodologies to:

- review the arrangements for the commissioning and delivery of community and accessible transport across the city in order to make recommendations for improving the service, aligned to key Coalition pledges and Council outcomes

- consider how to make best use of Council Community and Accessible Transport resources

- explore transport and travel solutions in a mixed economy and co-operative manner

- analyse current and, where possible, estimate future demand, taking full account of key strategies, including Personalisation, Self Direct Support, health and social care integration, etc., whilst considering the impact of change on early intervention, preventative services and related activities

- develop an action plan (including a clear communication plan) to develop a sustainable, co-ordinated, cost effective model to deliver transport services with the full engagement of all key stakeholders, including service users, carers and the Third Sector

- subject to sign off of the Initial Review and Action Plan, take forward implementation of the new model within a second project phase.

## 2. Main report

**Background and Context**

2.1 Community and accessible transport is an umbrella term, which captures a wide range of activities.  It is a topic of significant public interest and the Scottish Parliament has recently completed an inquiry on the matter.  Some of the key attributes of community transport are captured in the diagram below:



2.2 A successful community and accessible transport service is vital to the people who depend on the Council's services, and by extension to the Council itself. It delivers many benefits.  Transport:

- gives freedom and independence

- reduces isolation and loneliness

- improves health and wellbeing

- enhances access to employment, and

- gives access to shops and other social facilities.

2.3     For the purposes of this review, the following working definitions have been developed:

- **Community transport**: the transport service provided by, or on behalf of, the Council, often using third and private sector providers, as well as internal resources, to transport service users and other eligible passengers on journeys in the community.

- **Accessibility**: has two facets; first, the ability to access a vehicle when the service user has physical requirements and/or is a wheelchair user.  This may necessitate a tail-lift, ramp and/or the provision of an escort.  Second, the ability to access transport where physical restrictions prevent a person reaching mainstream bus routes.

2.4     The review has an implicit focus on travel solutions, not just transport.  Self-travel initiatives and community capacity building ideas will support genuinely holistic and person-centred solutions, within available budgets.

**Programme Overview**

2.5     The programme has been sub-divided into six separate but inter-connected and inter-dependent work streams, illustrated in the diagram below.
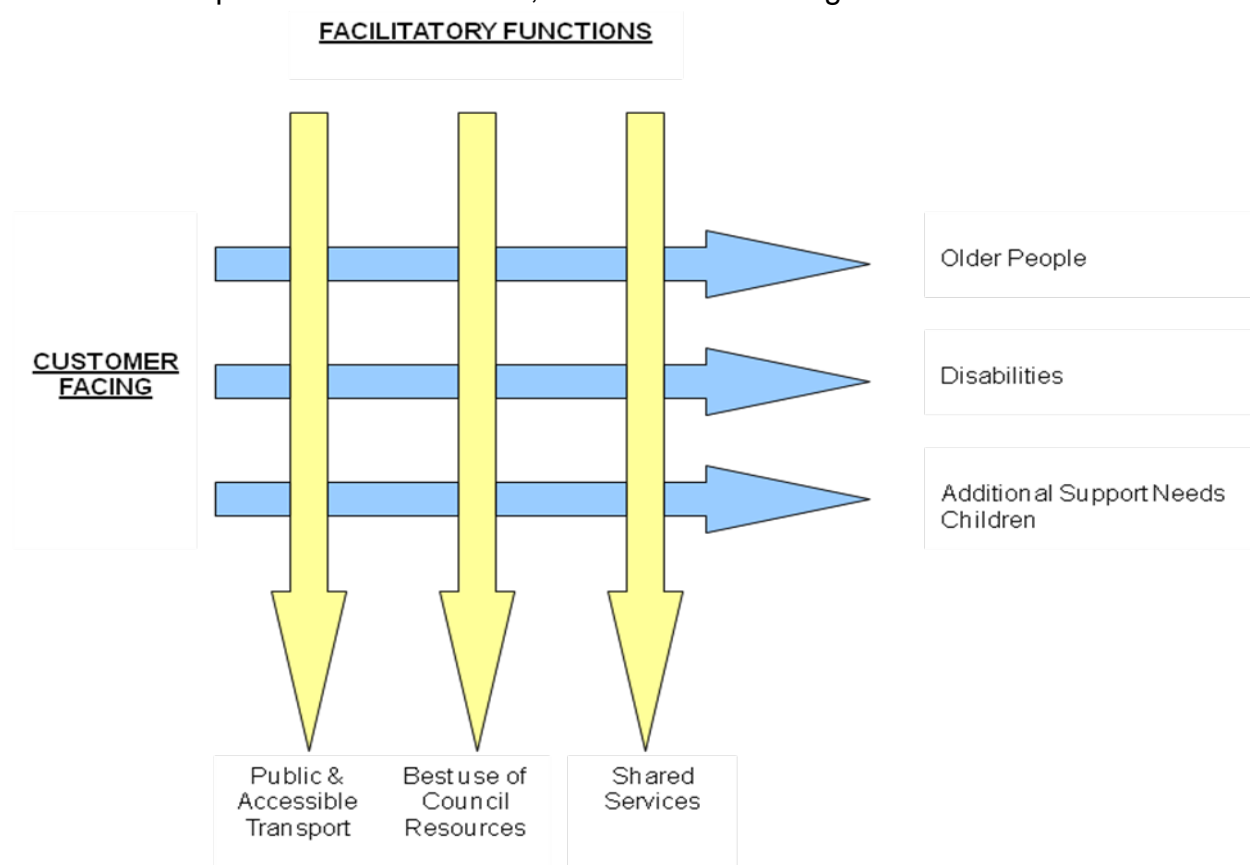


**Workstream 1: Service Users with Disabilities and Workstream 2: Older People**

2.6   These work streams share much in terms of scope and focus, and are designed to:
- improve the service user experience
- make best use of  vehicular, staff and financial resources to deliver high quality, cost effective and responsive community and accessible transport services across the city in an environment with increasing demographic pressures.

2.7   Specifically, the work streams will:
- develop a suitable policy for assisted travel for service users, which will promote self-travel and address possible duplication of payments, e.g. where service users receive benefits, which include a travel element as well as accessing Council services
- consider how best to facilitate transport solutions for older people and adults with a disability across the city, in a manner which complements national and local initiatives and has the best fit with the Reshaping Care Agenda, Self Directed Support and "Keys to Life" (Scottish Government)
- encourage community accessible transport providers and passenger operations to be creative and innovative
- consider where appropriate the opportunity for sharing of services across Council and community transport agencies in the city to create synergy, reduce waste and increase sustainability.

**Workstream 3: Additional Support Needs Children**

2.8   This work stream is designed to identify, analyse, and consider all modes of transport used by the Council for children (excluding home to school transport). Success factors will include:
- identifying how transport needs for children with additional support needs are met, and proposing service improvements, as appropriate
- identifying options for the best use of Council resources for these children, particularly our own staff and carers.

2.9   The work stream will consider:
- special schools – children attending Independent school placements, residential schools placements and CEC Special Schools
- looked after and accommodated children – residential care settings
- looked after and accommodated children – family based care settings
- looked after and accommodated children – through care and after care settings
- looked after – children at home who are subject to statutory interventions
- children in need – children subject to interventions on a voluntary basis
- children with or affected by disability

**Workstream 4: Public and Accessible Transport**

2.10    The overriding objective of this work stream is to analyse the current service provision in terms of quality, service responsiveness, cost and people using the service, in order to assess the optimal blend of travel assistance for as many service users to avoid social isolation and deliver equality of mobility insofar as is possible within available resources.

2.11    A major goal of the work stream is to bring a greater degree of transparency to the services delivered, the costs involved and the methodology of procuring/commissioning services in a changing environment. The changes include integration of health and social care, as well as the development of Self Directed Support. Consideration will also be given to early intervention and preventative measures.

**Workstream 5: Shared Services**

2.12    This work stream recognises the significant investment in resources for community and accessible transport made by the Council and its partners, and seeks to share those resources wherever possible and mutually beneficial in order to improve services and reduce costs for all parties.

**Workstream 6: Making Best Use of Council Resources**

2.13    This work stream is designed to identify, analyse, consider and exploit all activities to make best use of Council community and accessible transport resources.  These include vehicles, drivers, escorts and existing good working relationships with suppliers, trainers and other related organisations. Success factors will include:
   - improved services to people, including, more effective matching of vehicles to individual needs
   - improved utilisation of current fleet of vehicles and of total community transport capacity across the city
   - reshaping the composition of the fleet to address the personalisation agenda
   - improved utilisation of driver/escorts where possible
   - wider use of Council assets, including involvement of community groups
   - greater resilience to fleet changes caused by the growth in take-up of Self Directed Support options.

**Pan work stream**

2.14    The inter-connectedness and dependency across work streams will mean some cross-cutting activity in the programme, including:

- benchmarking practice across other agencies in the UK
- shared communications
- shared costing
- seeking consistent procurement, legal and human resources advice.

## 3. Recommendations

3.1 The Committee is recommended to note:

- the six work streams involved in the review

- the governance arrangements surrounding the review

- the scope and key deliverables of the programme

- that a further update report will be provided in six months.

**Peter Gabbitas**

Director of Health and Social Care

## Links

| | |
|---|---|
| **Coalition pledges** | P1 – Supporting vulnerable children.<br>P30 – Continue to maintain a sound financial position including long-term financial planning;<br>P37 - Care home staff and co-operative development to the benefit of care home users<br>P38 – Promoting Direct Payments<br>P47 – Set up a city-wide Transport Forum<br>. |
| **Council outcomes** | CO3 - Our children and young people at risk, or with a disability, have improved life chances<br>CO13 - People are supported to live at home<br>CO14 - Communities have the capacity to help support people<br>CO22 - Transport system that is green, health and accessible<br>CO26 - Engaging with stakeholders and working in partnership<br>CO27 - Support, invest in and develop our people |
| **Single Outcome Agreement** | SO2 - Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health |
| **Appendices** | One – Overview of the Governance Arrangements<br>Two – Scope of the Review |

## GOVERNANCE ARRANGEMENTS

**Programme Board**

| Representative | Function Represented |
|---|---|
| Karen Kelly (SRO and Chair) | Corporate Programme Office, incl. Assurance Role |
| Monica Boyle | Head of Older People/Disability Services |
| John Bury | Head of Transport |
| Alastair Gaw | Head of Service CF |
| Ella Simpson | Director - EVOC |
| Brian Sharkie | Public Transport and Accessibility Manager |
| Steve Renwick | Programme Manager |

**Projects Working Group**

| Representative | Organisation |
|---|---|
| Brian Sharkie | Public Transport and Accessibility Manager |
| Ewan Horne | Public and Accessible Transport |
| Steve Renwick (Chair) | Programme Manager |
| Gordon Fraser and Frank Henderson | HSC |
| Joe Purves | Corporate Governance: Finance |
| Mary McIntosh | CF |
| Ian Brooke | EVOC - ECTOG |
| Lucy Napier | Organisational Development |
| Liz O'Rourke | Communications |
| Reggie Tricker | Equalities and Diversity |

**SCOPE OF REVIEW**

| INCLUDED | CROSS-CUTTING THEMES/INITIATIVES | EXCLUDED |
|---|---|---|
| People with disabilities | Proactive communications | Overall management of air quality across the city |
| Children with complex needs | Integration of health and social care – awareness and ensuring solutions are complementary | Overall Council fleet reduction in tailpipe emissions |
| Older People's Transport Services | Self Directed Support – awareness and ensuring solutions are complementary with this policy which is now underpinned by statute | Trams – operation and management |
| Third Sector involvement in service delivery and associated contracting arrangements | Shared Services – awareness and ensuring solutions are complementary | Ticketing arrangements |
| Resolution of outstanding Halcrow recommendations and actions, plus linkage to the Public and Accessible Travel Action Plan (PATAP). | Sustainability of proposed solutions | Lothian Buses Plc |
| SfC Passenger Operations – making best use of assets and challenging role as contractor and commissioner | Early intervention and preventative initiatives | Joint Equipment Store |
| Vulnerable groups, e.g. criminal justice | | |