

Notice of meeting and agenda

Corporate Policy and Strategy Committee

10.00am, Tuesday, 6 December 2016

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

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

Contact

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1. Order of business

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

2. Declaration of interests

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

3. Deputations

- 3.1 If any

4. Minutes

- 4.1 Minute of the Corporate Policy and Strategy Committee of 8 November 2016 (circulated) – submitted for approval as a correct record.

5. Forward planning

- 5.1 Corporate Policy and Strategy Committee Key Decisions Forward Plan January to March 2017 (circulated)
- 5.2 Corporate Policy and Strategy Committee Rolling Actions Log (circulated)

6. Business Bulletin

- 6.1 None.

7. Executive decisions

- 7.1 Promoting Community Cohesion in Edinburgh – report by the Chief Executive (circulated)
- 7.2 Information and Communications Technology (ICT) Acceptable Use Policy – report by the Acting Executive Director of Resources (circulated)
- 7.3 Smoke Free Policy Review - report by the Acting Executive Director of Resources (circulated)
- 7.4 Update on the National Benefit Cap in Edinburgh - report by the Acting Executive Director of Resources (circulated)
- 7.5 Discretionary Housing Payments (DHP) Policy – report by the Acting Executive Director of Resources (circulated)

- 7.6 New Performance Management Framework and Policy – report by the Acting Executive Director of Resources (circulated)
- 7.7 Physical Activity for Health Pledge – joint report by the Chief Officer, Edinburgh Health and Social Care Partnership and the Acting Executive Director of Communities and Families (circulated)

8. Routine decisions

If any

9. Motions

9.1 By Councillor Rust – Redford Cavalry and Infantry Barracks

“Committee:

- i notes with regret the planned closure of Redford Cavalry and Infantry Army Barracks in Colinton, currently scheduled for 2022;
- ii recognises that while the Ministry of Defence has to make the most efficient use of its estate and that it is vital for armed services personnel to have suitable modern accommodation, the decision will have far reaching implications for the local community in Colinton, particularly in relation to local schools and businesses;
- iii further recognises that any decisions in development and planning terms require to be taken strategically;
- iv therefore instructs the Chief Executive to initiate a Working Group or Task Force to consider the future for Redford Barracks and surrounding area; building on the informal work previously undertaken and suggests such Group to include senior officers from the Children and Families, Place and Health and Social Care departments;
- v requests that local elected members, Pentlands Neighbourhood Partnership, local Community Councils and other constituted local groups are regularly updated with developments as appropriate;
- vi calls on all elected members at Council, Holyrood and Westminster to work together constructively for the benefit of both the army and civilian communities in the areas affected by this decision and to maintain regular dialogue on a non-partisan basis.”

Kirsty-Louise Campbell

Interim Head of Strategy and Insight

Committee Members

Councillors Burns (Convener), Ross (Vice-Convener), Aldridge, Barrie, Burgess, Child, Day, Ricky Henderson, Hinds, Lewis, Main, Mowat, Rankin, Rose and Rust.

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, Business Centre 2.1, Waverley Court, 4 East Market Street, Edinburgh EH8 8BG, Tel 0131 529 4264, e-mail louise.p.williamson@edinburgh.gov.uk .

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

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

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Corporate Policy and Strategy Committee

10.00 am, Tuesday, 8 November 2016

Present

Councillors Burns (Convener), Ross (Vice-Convener), Aldridge, Barrie, Burgess, Child, Day, Ricky Henderson, Hinds, Lewis, Main, Mowat, Rankin, Rose and Rust.

1. Unaccompanied Asylum Seeking Children

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 to allow the Committee to give early consideration to this matter.

Details were provided on a request from the UK Government to resettle a small number of Unaccompanied Asylum Seeking Children (UASC) accepted by the UK following closure of the Calais refugee camp by the French authorities.

Decision

- 1) To agree that Edinburgh should offer to accept a small number of Unaccompanied Asylum Seeking Children (UASC) who had been resettled in the UK following the closure of the Calais refugee camp – the number to be determined in discussion with Communities and Families and Safer and Stronger Communities staff.
- 2) To note that the city had been asked to consider involvement in a national UASC dispersal scheme and that detailed financial modelling was currently being undertaken with a view to bringing a report back to Committee, hopefully before Christmas.

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

2. Minute

Decision

To approve the minute of the Corporate Policy and Strategy Committee of 4 October 2016 as a correct record subject to, in respect of Item 1 - Business Case for the Management Transfer of Secondary School Sport Facilities to Edinburgh Leisure – Progress Report, noting that there had been a submission of comments by ClubSportEdinburgh.

3. Corporate Policy and Strategy Committee Key Decisions Forward Plan December 2016 to February 2017

The Corporate Policy and Strategy Committee Key Decisions Forward Plan for December 2016 to February 2017 was presented.

Decision

To note the Key Decisions Forward Plan for December 2016 to February 2017.

(Reference – Key Decisions Forward Plan December 2016 to February 2017, submitted.)

4. Corporate Policy and Strategy Committee Rolling Actions Log

Details were provided of the outstanding actions arising from decisions taken by the Committee.

Decision

1) To agree to close the following actions:

- Action 4 - Sustainable Edinburgh 2020 Annual Report 2015-16
- Action 8 - Public Bodies Climate Change Duties Report 2014-15
- Action 17 - Emergency Motion by Councillor Mowat – General Switchboard and Website Enquiries

2) To otherwise note the remaining outstanding actions.

(Reference – Rolling Actions Log, submitted.)

5. Place Directorate Proposed Changes to Chief Officer Structure

The Council approved the new Executive Structure for the Council on 25 June 2015.

Details were provided on a new Place Directorate structure which was required to deliver improved service delivery, better value and a more integrated approach, including across all development functions. In recognition of and in response to internal and external drivers and challenges, a revised Senior Management Team structure had been developed for approval.

Decision

- 1) To approve the proposed changes to the Chief Officer structure in the Place Directorate as detailed in the report by the Executive Director of Place.
- 2) To circulate details of the new staffing structure, including reporting lines, to members as soon as possible for information.

(References: Act of Council No 3 of 25 June 2015; report by the Executive Director of Place, submitted).

6. Visit by the Lord Provost to the United Arab Emirates

Details were provided of an invitation for the Lord Provost to travel to the United Arab Emirates (UAE) from 16-20 November 2016, to attend the opening ceremony of the Abu Dhabi Science Festival, an event which had been co-delivered by the Edinburgh International Science Festival since 2011.

Decision

- 1) To note the acceptance of the invitation extended to the Lord Provost from the Edinburgh International Science Festival to attend the sixth edition of the Abu Dhabi Science Festival.
- 2) To note that a post-visit report would be provided after the event

(Reference – report by the Executive Director of Place, submitted.)

Declaration of Interests

Councillor Rose declared a non-financial interest in the above item as a Board Member of the Edinburgh International Science Festival.

7. Council Resilience Annual Report (1 October 2015 – 30 September 2016)

Details were provided of corporate resilience activities and initiatives undertaken during the period 1 October 2015 to 30 September 2016.

Decision

- 1) To note the resilience activities undertaken during the period 1 October 2015 to 30 September 2016.
- 2) To note the resilience model and reporting structure outlined at Appendix 5 of the report by the Chief Executive.
- 3) To approve the proposed Resilience service forward work plan for 2016/17 set out at Appendix 6 of the report.

(Reference – report by the Chief Executive, submitted)

8. Sustainable Edinburgh 2020 Annual Report 2015-16

The Council had approved the “Sustainable Edinburgh 2020” policy framework which set out the aims, objectives and targets for the sustainable development of the Council and the city to 2020.

The Sustainable Edinburgh 2020 Annual Report 2015 was presented which provided details on the position statement which set out where the Council currently was with respect to sustainability together with challenges and opportunities. Proposals for the next steps were outlined.

Motion

- 1) To note the position statement in Appendix 1 of the report by the Chief Executive and key actions for 2016/17.
- 2) To note the significant progress made by the Edinburgh Sustainable Development Partnership (ESDP) in promoting a partnership approach to achieving the aims of a Sustainable Edinburgh 2020.
- 3) To note the establishment of a stand-alone Sustainable Edinburgh website to promote and capture the sustainability work that was being carried out across the city.

- 4) To note progress made moving towards integrating Sustainable Edinburgh 2020 into the new Local Outcome Improvement Plan which would be based on the three pillars of sustainability: economy, society and environment.
- 5) To note that details of the full community planning framework would be included in the report back to Committee on the Council's Business Plans.

- moved by Councillor Hinds, seconded by Councillor Ross

Amendment

- 1) To note that due to resource and time constraints extensive engagement and consultation across the Council had not taken place to collate projects delivering sustainability outcomes and request that SE2020 was updated at the earliest opportunity.
- 2) To request that the Corporate Leadership Team specifically address the Challenges, Opportunities and Priorities set at Paragraphs 3.7-3.9 of the report by the Chief Executive.

- moved by Councillor Burgess, seconded by Councillor Main

Voting

The voting was as follows:

| | | |
|-------------------|---|----------|
| For the motion | - | 13 votes |
| For the amendment | - | 2 votes |

Decision

To approve the motion by Councillor Hinds

(Reference - report by Chief Executive, submitted.)

9. Public Bodies Climate Change Duties Report 2015-16

The Committee had approved the Council's response to the Scottish Government's proposed mandatory reporting for public sector organisations in relation to sustainability and climate change.

Details were provided on the Council's proposed first required annual report on compliance with the Climate Change (Scotland) Act 2009 Public Bodies Climate Change Duties for submission to the Scottish Government

Motion

- 1) To approve the submission to the Scottish Government of the Public Bodies Climate Change Duties Report 2015/16 as outlined in Appendix One to the report by the Chief Executive.
- 2) To agree that the new arrangements be embedded as outlined in paragraph 3.5 of the report to ensure more robust, regular monitoring of the Council's carbon footprint.

- moved by Councillor Hinds, seconded by Councillor Ross

Amendment

- 1) To approve the submission to the Scottish Government of the Public Bodies Climate Change Duties Report 2015/16 as outlined in Appendix One to the report by the Chief Executive.
- 2) To agree that the new arrangements be embedded as outlined in paragraph 3.5 of the report to ensure more robust, regular monitoring of the Council's carbon footprint.
- 3) To note that Scottish Government's Climate Change Assessment Tool (C-CAT) had not been employed to date and support its use in informing future Public Bodies Climate Change Duties Reports.
- 4) To recognise the potential to more widely employ the Council's Sustainability, Adaptation, Mitigation (SAM) e-tool and the role that senior officers and members could play in enforcing its use.
- 5) To note that the Council's total carbon emissions had increased by 8.5% and 4.4% in each of the previous two years respectively; further note that the Council's overall carbon emissions reduction since 2005/6 stood at 22%, against a target of 42% by 2020; acknowledge the contribution of changing emissions factors to shifting targets and re-affirm that Council carbon emissions should be reduced in-line with the existing Council target.

- moved by Councillor Burgess, seconded by Councillor Main

Voting

The voting was as follows:

| | | |
|-------------------|---|----------|
| For the motion | - | 13 votes |
| For the amendment | - | 2 votes |

Decision

To approve the motion by Councillor Hinds

(References – Corporate Policy and Strategy Committee 29 September 2015 (item 9); report by Chief Executive, submitted.)

10. Community Empowerment (Scotland) Act 2015 – Update on Participation Requests and Asset Transfer Requests

An update was provided on provisions contained within the Community Empowerment (Scotland) Act 2015 with specific reference to Parts 3 and 5 covering participation requests and asset transfer requests. The indicative timescale for the provisions coming into force, together with proposals for the Council's approach in preparing for these new duties were outlined.

Decision

- 1) To note the indicative timescale for the duties under the Community Empowerment (Scotland) Act 2015 coming into force.

- 2) To agree the proposed approach to addressing the duties in relation to participation requests and asset transfer requests.
- 3) To refer the report to Communities and Neighbourhoods Committee on 29 November 2016 for information.

(Reference – report by the Chief Executive, submitted)

11. Committee Decisions July 2015 to June 2016

An update was provided on decisions taken by the Corporate Policy and Strategy Committee not included on the Rolling Actions Log for the period covering July 2015 to July 2016.

Decision

- 1) To note the position on the implementation of Corporate Policy and Strategy Committee decisions as detailed in the Appendix of the report by the Chief Executive.
- 2) To note that the next summary report would be presented to the Committee in March 2017

(References – Corporate Policy and Strategy Committee, 3 November 2015 (item 4); report by the Chief Executive, submitted.)

12. Welfare Reform Update

An update was provided on the progress being made by the Council and partners to develop arrangements in regard to the UK Government's welfare reforms.

Decision

- 1) To note the ongoing work to support citizens transition into Universal Credit and through other Welfare Reforms in Edinburgh.
- 2) To note the current spend projections for Discretionary Housing Payments, Council Tax Reduction Scheme; and the Scottish Welfare Fund.
- 3) To note the work being undertaken collaboratively with Department for Work and Pensions to support those impacted by the new benefit cap.
- 4) To agree the Council's response to Scottish Government's consultation on Social Security in Scotland.
- 5) To agree that a further update report be submitted to the next meeting of the Committee on the impact of the Benefit Cap.

(References – Corporate Policy and Strategy Committee 22 January 2013 (item 7); report by the Acting Executive Director of Resources, submitted)

13. General Switchboard and Website Enquiries

Arising from a motion by Councillor Mowat, details were provided on performance information and service design for the Council's online and telephone channels. Proposals for ongoing improvement activities for both services were outlined.

Decision

- 1) To note the current performance reporting for Customer Contact.
- 2) To note potential future improvements to customer experience and performance reporting.
- 3) To adjust the Rolling Actions Log to reflect that the motion by Councillor Mowat had not been discharged.
- 4) To agree that a full progress report be submitted to Committee in quarter one of 2017.
- 5) To refer the report to the Transport and Environment Committee for information.

(References – Corporate Policy and Strategy Committee 6 September 2016 (item 9); report by the Acting Executive Director of Resources, submitted)

14. Locality Improvement Plans 2017-2022 – referral from the City of Edinburgh Council

The City of Edinburgh Council had referred a report on the development of Locality Improvement Plans (2017 to 2022), which would build upon previous work undertaken to develop Neighbourhood Partnership Local Community Plans, to the Corporate Policy and Strategy Committee for information.

Decision

To note the report.

(References – Act of Council No 5 of 22 September 2016; report by the City of Edinburgh Council, submitted)

15. Fiduciary Duty – referral from the Pensions Committee

The Pensions Committee had referred a report that outlined legal opinion regarding the Pension Committees in Scotland exercising their fiduciary duty (the Opinion), to the Corporate Policy and Strategy Committee for noting.

The Opinion reaffirmed the position taken by Senior Counsel in England & Wales and confirmed that the advice was also applicable in Scotland. This in turn reinforced the approach taken by the pension funds to date.

Decision

To note the report.

(References – Pensions Committee of 28 September 2016 (item 3); report by the Pensions Committee, submitted)

Corporate Policy and Strategy Committee – 6 December 2016 January to March 2017

| Item | Key decisions | Expected date of decision | Wards affected | Director and lead officer | Coalition pledges and Council outcomes |
|------|---|---------------------------|----------------|---|--|
| 1. | Implementation of the Community Empowerment Act | 24 January 2017 | | Chief Executive Lead Officer: Kirsty-Louise Campbell, Interim Head of Strategy and Insight kirstylouise.campbell@edinburgh.gov.uk | CO24-26 |
| 2. | Schools Report (outcome of John Cole inquiry) | 24 January 2017 | | Acting Executive Director of Communities and Families Lead officer: Andy Gray, Head of Schools and Lifelong Learning andy.gray@edinburgh.gov.uk | CO24-26 |
| 3. | Festival and Events Core Programme 2017 | 24 January 2017 | | Executive Director of Place Lead officer: Lindsay Robertson, Service Manager, Cultural Strategy (Arts, Events & Festivals) lindsay.robertson@edinburgh.gov.uk | CO24-26 |

| Item | Key decisions | Expected date of decision | Wards affected | Director and lead officer | Coalition pledges and Council outcomes |
|------|---|---------------------------|----------------|---|--|
| 4. | People Strategy | 24 January 2017 | | Chief Executive Lead officer: Kirsty-Louise Campbell, Interim Head of Strategy and Insight kirstylouise.campbell@edinburgh.gov.uk | CO24-26 |
| 5. | Customer Strategy | 24 January 2017 | | Chief Executive Lead officer: Kirsty-Louise Campbell, Interim Head of Strategy and Insight kirstylouise.campbell@edinburgh.gov.uk | CO24-26 |
| 6. | Locality Improvement Plan – Progress Report | 24 January 2017 | | Chief Executive Lead officer: Kirsty-Louise Campbell, Interim Head of Strategy and Insight kirstylouise.campbell@edinburgh.gov.uk | CO24-26 |
| 7. | General Switchboard and Website Enquiries | 24 January 2017 | | Acting Executive Director of Resources Lead officer: Sheila Haig, Acting Council Income Manager sheila.haig@edinburgh.gov.uk | CO24-26 |
| 8. | Managing Customer Care in a Fair and Positive Way – Annual Review | 24 January 2017 | | Chief Executive Lead officer: Kirsty-Louise Campbell, Interim Head of Strategy and Insight kirstylouise.campbell@edinburgh.gov.uk | Co24-26 |

| Item | Key decisions | Expected date of decision | Wards affected | Director and lead officer | Coalition pledges and Council outcomes |
|------|--|---------------------------|----------------|---|--|
| 9. | Fair Trade and Resource Use Policy | 24 January 2017 | | Chief Executive Lead officer: Kirsty-Louise Campbell, Interim Head of Strategy and Insight kirstylouise.campbell@edinburgh.gov.uk | CO24-26 |
| 10. | Unity in Diversity Summit | 24 January 2017 | | Executive Director of Place Lead officer: Charlotte Kedsle, International Officer charlotte.kedsle@edinburgh.gov.uk | CO24-26 |
| 11. | Lord Provost Visit to the United Arab Emirates | 24 January 2017 | | Executive Director of Place Lead officer: Charlotte Kedsle, International Officer charlotte.kedsle@edinburgh.gov.uk | CO24-26 |
| 12. | Eurocities AGM and Conference feedback report | 24 January 2017 | | Executive Director of Place Lead officer: Anne Campbell, Senior International Officer External Relations anne.campbell@edinburgh.gov.uk | CO24-26 |
| 13. | Avoidance of Bullying and Harassment at Work | 28 February 2017 | | Acting Executive Director of Resources Lead Officer: Stewart Cassie, Employee Relations Officer stewart.cassie@edinburgh.gov.uk | CO24-26 |

| Item | Key decisions | Expected date of decision | Wards affected | Director and lead officer | Coalition pledges and Council outcomes |
|------|---|---------------------------|----------------|---|--|
| 14. | Council's Biodiversity Action Plan | 28 February 2016 | | Executive Director of Place Lead officer: Ken Tippen, Team Manager, City Wide Area: Strategic Planning Policy ken.tippen@edinburgh.gov.uk | CO 24-26 |
| 15. | The Future Management and Ownership of Easter Craiglockhart Hill Local Nature Reserve | 28 March 2017 | | Acting Executive Director of Place Lead officer: David Leslie, Service Manager (City Wide - Planning) david.leslie@edinburgh.gov.uk | CO24-26 |
| 16. | The Edinburgh People Survey | 28 March 2017 | | Chief Executive Lead officer: Kirsty-Louise Campbell, Interim Head of Strategy and Insight kirstylouise.campbell@edinburgh.gov.uk | CO24-26 |
| 17. | Brexit Working Group Update | 28 March 2017 | | Chief Executive Lead officer: Kirsty-Louise Campbell, Interim Head of Strategy and Insight kirstylouise.campbell@edinburgh.gov.uk | CO24-26 |
| 18. | Outcome of the Culture Policy Review: Culture Plan | 28 March 2017 | | Executive Director of Place Lead officer: Lindsay Robertson, Service Manager, Cultural Strategy (Arts, Events & Festivals) lindsay.robertson@edinburgh.gov.uk | CO24-26 |

| Item | Key decisions | Expected date of decision | Wards affected | Director and lead officer | Coalition pledges and Council outcomes |
|------|---------------------|---------------------------|----------------|--|--|
| 19. | Anti Bribery Policy | 28 March 2017 | | Acting Executive Director of Resources Lead Officer: Stewart Cassie, Employee Relations Officer stewart.cassie@edinburgh.gov.uk | CO24-26 |

Corporate Policy and Strategy Committee

6 December 2016

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|----|----------|--|--|-----------------------------|--------------------------|------------------------|--|
| 1 | 06.11.12 | The Future Management and Ownership of Easter Craiglockhart Hill Local Nature Reserve (LNR) – motion by Councillor Burns (Agenda for 6 November 2012) | To provide information on the possibility of community ownership and management of the woodland and open space in the area in the longer term and how this might be achieved, with ownership transferring to the Council as an interim measure, with a view to the eventual transfer of ownership and management, to a community organisation. | Executive Director of Place | Spring 2017 | | Discussions are continuing with the developer and these must be concluded before any engagement on the management and ownership of the land can progress |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|----|---|---|---|---|--------------------------|---|---|
| 2 | 12.05.15 | Physical Activity for Health Pledge | To note that an update on progress will be presented to this Committee in May 2016. | Chief Officer, Edinburgh Health and Social Care Partnership | 6 December 2016 | 6 December 2016 | Recommended for Closure |
| 3 | 09.06.15 Minute of 9 June 2015 (items 6 and 16) 01.09.15 | Safecall CEC 114 - Update Report on Management Action B Report | 1) To note the report by the Chief Executive and to accept all the recommendations in Appendix 2 and that progress on their implementation be reported to the Education, Children and Families Committee. 2) To recognise that no further disciplinary action would be instigated in relation to these matters until all relevant information was available. | Chief Executive Chief Executive | Ongoing | 1 March 2016 (Education, Children and Families Committee) | The Education, Children and Families Committee on 1 March 2016 agreed to close Action (1), having considered this Education Complaints Improvement Update report. |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|----|----------|--|---|--|--------------------------|------------------------|---|
| | | | 3) To agree that a further report would thereafter be considered by Committee advising of any further management action. | Chief Executive | Ongoing | | A report will be brought back to Committee once the ongoing due legal process is concluded. |
| 4 | 04.08.15 | Policies - Assurance Statement | To note that a further report on wider Council policies would be submitted to Committee in due course. | Acting Executive Director of Resources | 9 August 2016 | 9 August 2016 | Recommended for Closure |
| 5 | 04.08.15 | Common Good Assets Register | 1) To note that further reports would be brought to Committee: a) once Scottish Ministers' guidance about common good registers had been issued; and b) to consider the implications arising from compliance with the Land Registration | Acting Executive Director of Resources | 31 March 2017 | | Work is ongoing on the Common Good register Scottish Ministers guidance is not expected until January 2017. Completion of the register itself will not take place until sometime 2017. |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|----|----------|--|--|-----------------|--------------------------|------------------------|----------|
| | | | (Scotland) Act 2012. 2) To note that the common good definition in Section 3 of the report by the Acting Director of Services for Communities was not intended to be exclusive and that there would be clarification of the definition with the next report to Committee. | | | | |
| 6 | 29.09.15 | Managing Customer Contact in a Fair and Positive Way - Annual Review | To agree to receive an annual update. | Chief Executive | January 2017 | | |
| 7 | 03.11.15 | Carbon, Climate & Sustainability Policies - Assurance Statement | To agree to update the Fair Trade and Resource Use Policy for Committee consideration within 12 months | Chief Executive | January 2017 | | |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|----|----------|--|---|---|---|---|-------------------------|
| 8 | 03.11.15 | ICT Acceptable Use Policy - Annual Review | To note that the next review should be undertaken with a view to reporting to Committee in November 2016. | Chief Executive | 6 December 2016 | 6 December 2016 | Recommended for closure |
| 9 | 01.12.15 | E-cigarettes (Vapourisers) - Update on Health Considerations | <p>1) To note that any material changes which developed, such as Scottish or UK Government advice or significant public health research findings, would be reported to Committee, together with any implications for the Smoke Free Policy.</p> <p>2) To note that an annual report on the policy would be provided by the end of 2016 which should explicitly highlight any developments on e-</p> | <p>Acting Executive Director of Resources</p> <p>Acting Executive Director of Resources</p> | <p>6 December 2016</p> <p>6 December 2016</p> | <p>6 December 2016</p> <p>6 December 2016</p> | Recommended for closure |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|----|----------|--|---|--|--------------------------|------------------------|-------------------------|
| | | | cigarettes with regard to additional evidence on health issues. | | | | |
| 10 | 23.02.16 | Avoidance of Bullying and Harassment at Work Policy - Review | To note that the next review should be undertaken with a view to reporting to Committee in February 2017. | Acting Executive Director of Resources | February 2017 | | |
| 11 | 12.04.16 | 2015 Edinburgh People Survey Headline Results | To note that an update would be provided in 6 months as part of the Council's Business plan. | Acting Executive Director of Resources | 24 January 2017 | | |
| 12 | 17.05.16 | Welfare Reform - Update | To request that the findings and recommendations of the review into welfare advice services be reported to this Committee. | Acting Executive Director of Resources | 9 August 2016 | 9 August 2016 | Recommended for Closure |
| 13 | 14.06.16 | Locality Working - Progress Report | To call for a report back to the Corporate Policy and Strategy Committee at the appropriate time in consultation with Councillor Main and other | Executive Director of Place | Ongoing | | |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|----|----------|--|---|---|--------------------------|------------------------|----------|
| | | | elected members on the locality working governance issues raised | | | | |
| 14 | 09.08.16 | Eurocities AGM and Conference | To note that further information on the benefits of attendance and the decision regarding the 2018 bid would be provided following the event. | Executive Director of Place | 24 January 2017 | | |
| 15 | 04.10.16 | Business Case for the Management Transfer of Secondary School Sports Facilities to Edinburgh Leisure – Progress Report | That an update report be submitted to Committee in 6 months. | Acting Executive Director of Communities and Families | March 2017 | | |
| 16 | 04.10.16 | Unity in Diversity Summit | To note that a post-visit report would be provided after the event. | Executive Director of Place | January 2017 | | |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|----|----------|---|--|--|--------------------------|------------------------|-------------------------|
| 17 | 08.11.16 | Visit by the Lord Provost to the United Arab Emirates APM | To note that a post-visit report would be provided after the event | Executive Director of Place | 24 January 2017 | | |
| 18 | 08.11.16 | Sustainable Edinburgh 2020 Annual Report 2015-16 | To note that details of the full community planning framework would be included in the report back to Committee on the Council's Business Plan | Chief Executive | 24 January 2017 | | |
| 19 | 08.11.16 | Welfare Reform - Update | That a further update report be submitted to the next meeting of the Committee on the impact of the Benefit Cap. | Acting Executive Director of Resources | 6 December 2016 | 6 December 2016 | Recommended for closure |
| 20 | 08.11.16 | General Switchboard and Website Enquiries | To agree that a full progress report be submitted to Committee in quarter one of 2017 | Acting Executive Director of Resources | 31 March 2017 | | |

| No | Date | Report Title | Action | Action Owner | Expected completion date | Actual completion date | Comments |
|----|----------|---|---|---------------------------|--------------------------|------------------------|--|
| 21 | 08.11.16 | Unaccompanied Asylum Seeking Children | To note that the city had been asked to consider involvement in a national UASC dispersal scheme and that detailed financial modelling was currently being undertaken with a view to bringing a report back to Committee, hopefully before Christmas. | Chief Social Work Officer | Ongoing | | This will be reported back to a Committee as soon as possible. |

Corporate Policy and Strategy Committee

10.00 am, 6 December 2016

Promoting community cohesion in Edinburgh

| | |
|--------------------------|-----------|
| Item number | 7.1 |
| Report number | |
| Executive/routine | Executive |
| Wards | All |

Executive summary

This report provides an update and overview of Council work to promote good community relations in Edinburgh.

Links

| | |
|---------------------------------|-----|
| Coalition pledges | All |
| Council outcomes | All |
| Single Outcome Agreement | All |

Promoting community cohesion in Edinburgh

Recommendations

- 1.1 It is recommended that the Committee agree that:
- future work to promote good community relations in Edinburgh is undertaken alongside the development of new Council approaches to tackling poverty, equality and rights objectives, and
 - actions and measures to monitor progress are embedded within the Council's strategic planning framework, including the Council Business Plan, Locality Improvement Plans for 2017-22, and the Edinburgh Partnership Community Plan for 2018-23.

Background

- 2.1 Edinburgh is home to a large and increasingly diverse variety of communities and cultures. One indicator of such change in the City is provided by an analysis of demographic shifts. In 1981 almost 96% of all Edinburgh residents were UK-born with this figure having shown little change since the 1930's when consistent data was first recorded. By 2011, this figure had dropped by 10 percentage points, with trends showing shifts in the number of residents from EU countries, as well as increased numbers of residents from China, Africa, the Indian sub-continent and other areas of the world.
- 2.2 Within this context of change and diversity, the City has maintained a commitment to ensuring cohesion between its communities. The strategic planning frameworks which guide Council and multi-agency work across the City clearly recognise the importance of good community relations as a cornerstone for improving the quality of life for all Edinburgh citizens.
- 2.3 Within a Council context, the Council Business Plan for 2016-20 sets out specific commitments to deliver resilient, safe and strong communities across the city. At the same time, the Edinburgh Partnership Community Plan for 2015-18 incorporates commitments to tackle poverty and inequality, and ensuring that Edinburgh's communities are healthier, safer and have improved physical and social fabric. This includes specific priority activity to improve community cohesion and participation; reduce antisocial behaviour, violence, and harm, and reduce re-offending. Priorities which contribute to this outcome also form a significant element of the Neighbourhood Partnership Local Community Plans. A range of local actions and service responses are delivered as part of this, with community cohesion forming one of the indicators of the overall success of the approach.

- 2.4 Across all these plans, the Council's current Equality and Rights Framework 2012/17 also describes specific commitments to promote good relations between those who share, and do not share, protected characteristics (as defined in the Equality Act 2010). This framework is being reviewed with a new framework and set of outcomes planned for publication in April 2017.
- 2.5 While complex to quantify precisely, some evidence on community cohesion in Edinburgh can be drawn from qualitative survey work, from police data and other sources. Data from the 2015 Edinburgh People Survey provides a good headline measure of cohesion and finds that 83% of Edinburgh residents agree that their neighbourhood is a place where people of different backgrounds get along. This proportion is broadly consistent with recent waves of the research study, ranging from a high of 84% in 2013 to 81% in 2014. Overall, the research shows that the level of agreement was also similar between ethnic minorities (82%) and non-ethnic minorities (83%), though ethnic minorities/non-UK citizens were more likely to 'strongly agree' (44%) than other respondents (35%). Data relating to 2016 will be available for publication in early 2017.
- 2.6 Alongside evidence on cohesion, data from Police Scotland and other sources provide some evidence on outcomes which can arise when cohesion breaks down in communities. The latest statistics available in regard to hate crime across Edinburgh indicates a 3.2% drop in the number of crimes recorded based on same period last year (Apr-Oct). These figures cover the period of the EU Referendum result, following which a marked difference was observed in the hate crime levels reported in England and Wales compared to crimes reported in Scotland where no significant rise was reported. These data do, however, relate only to reported crimes and, as such, a great deal of work is carried out by third party organisations to address and capture instances of under-reporting across the city.
- 2.7 This report provides an update and overview of Council work to promote good community relations across the city.

Main report

Community Cohesion

- 3.1 Academic literature in this field gives a number of definitions of what is meant by good community relations or community cohesion. All sources, however, emphasise the importance of promoting a shared belonging and identity between communities, nurtured through interaction and shared participation. Within this context, a UK Government report from 2005 notes that:
- "A strong society relies on more than simply good individual life chances. Experience suggests that people also need a sense of common belonging and identity, forged through shared participation in education, work and social activities, and through mutual understanding of cultural difference."*
- 3.2 Building on these definitions, the Department of Communities and Local Government in 2008 provided a useful analysis of approaches to improving community cohesion, emphasising the importance of citizenship and community empowerment. The framework describes an integrated and cohesive society as one in which people from different backgrounds have similar life opportunities,

know their rights and responsibilities, trust one another, and trust local institutions to act fairly.

3.3 Within such a society, the framework suggests that citizens in a cohesive society live together with:

- A shared future vision and sense of belonging;
- An understanding of what new and existing communities have in common, as well as a recognition of the value of diversity; and,
- Strong and positive relationships between people from different backgrounds.

3.4 The importance of these outcomes is outlined in a recent report by the Scottish Government's Independent Advisory Group on Hate Crime, Prejudice and Community Cohesion. The report describes the isolation and fear which arises as a result of poor community cohesion as "a threat to the basic values of an open and democratic society". In the long term, the report notes that the impacts of social isolation are often associated with poor personal mental and physical health and well being among individuals and families. Across society and the city as a whole, such isolation and poor community participation is associated with an increased potential risk of radicalisation, hate crime, violence, and social instability. The Scottish Government's Equality, Human Rights and Third Sector Division has produced strategic plans on community relations, and the EHRC Scotland has also published a code of practice on promoting good relations.

3.5 For these reasons, work to promote good community relations and address related issues such as prejudice and hate crime play a key role in efforts to maintain and improve the quality of life for citizens in all communities. As such, these issues should be recognised and promoted as not solely an issue for individual groups, but rather a priority for the whole of society.

Legislative drivers

3.6 The policy and legislative context for community cohesion in Scotland includes:

- Equality Act 2010
- Criminal Law Consolidation (Scotland) Act 1995 section 50A
- Crime and Disorder Act 1998, section 96
- Criminal Justice (Scotland) Act 2003, section 74
- Offences (Aggravation by Prejudice) (Scotland) Act 2009, section 1
- The Scottish Government is refreshing its National Approach to Anti-Bullying for Scotland's Children and Young People.

Approaches in Edinburgh

3.7 The Council's approach to improving community relations in Edinburgh is structured around two inter-related workstreams. Work across all these areas are led by the Council, Edinburgh Partnership, and Neighbourhood Partnerships across the city:

1. **Promoting good community cohesion** – Including activity to tackle prejudice and promote understanding between communities in Edinburgh.

2. **Preventing or addressing the effects of poor community cohesion** – Including activities to safeguard vulnerable individuals, raise awareness of potential vulnerabilities and other impacts arising from poor community cohesion.

Promoting good community cohesion

- 3.8 This workstream incorporates work to promote good relations between ethnic and racial groups, between faith communities, between citizens of different age groups or generations, as well as work to promote LGBT rights and equality. Activity in this area includes engagement and capacity building with groups who share protected characteristics and those who do not, as well as approaches to embedding diversity policies and training across the organisation.
- 3.9 Activity in this workstream covers city-wide and neighbourhood based initiatives. Key work programmes and examples of projects undertaken to promote good community cohesion include:
- **Managing responses to Brexit.** The result of the referendum on the UK's relationship with the EU raises a number of questions for EU nationals resident in Edinburgh. Two member officer working groups have been established in recent months to understand the scope of impacts and identify responses for Edinburgh citizens. These include a Community Forum group established with specific remit to identify and assess the impact of the EU Referendum result on communities and neighbourhoods across Edinburgh.
 - **Neighbourhood Partnerships.** Working with communities is at the heart of the NP approach and critical to achieving the long-term, sustainable change which drives community planning and the public sector reform agendas. Communities are involved in a wide range of ways from participation in structures and decision making processes, to working with partners to develop and deliver service solutions in response to locally identified priorities. Locally devolved budgets play an important role in supporting this activity and critically grass roots development. For example, analysis of the allocation of the Community Grants Fund thematically identifies a significant number of awards aimed at supporting activities focused on young people, older people, community involvement, people with disabilities, faith groups and the BME community. This activity is further strengthened through the use of participatory budgeting which as an approach offers significant benefits in increasing levels of citizen participation and greater community cohesion.
 - **Interfaith relations.** The Edinburgh Interfaith Association works to promote religious harmony, diversity and equal opportunities in Edinburgh. The association is not currently funded by the Council, but does work with the Council on projects and represents the interests and needs of faith communities on the Edinburgh Partnership and other groupings. Work undertaken by the association and funded by the Scottish Government includes a programme of school visits to promote understanding of inter-faith and multicultural issues.

- **Responsible Citizenship:** Every school ensures all stakeholders in the whole school community are involved in the creation of unique vision and values for the school. Within the Curriculum for Excellence pupils are encouraged to show respect for others and to develop knowledge and understanding of different beliefs and cultures. This underpins a commitment to participate responsibly in political, economic, social and cultural life. In addition to promoting respect and tolerance schools also apply an anti-bullying policy and address all incidents of bullying through their procedures.

LGBT equality and rights: The Council provides funding to organisations such as LGBT Youth Scotland and LGBT Health. These organisations work to promote the health, wellbeing and equality of lesbian, gay, bisexual and transgender (LGBT) people in Edinburgh.
- **Race relations:** The West Edinburgh Group Against Racial Harassment (WEGARAH) provides an example of local partnership activity to address racial attacks and harassment in the community, and tackle inequalities in service delivery. The group brings together the Police, City of Edinburgh Council housing staff, the High School at Wester Hailes Education Centre and others, along with people from local minority ethnic communities. Members report that this forum creates an effective mechanism to hold agencies to account and likewise, for members to provide support to the agencies to guide equitable service delivery.
- Alongside examples such as WEGARAH, activities funded through the Community Grants Fund in 2015/16 include community events run by Prospect Community Housing addressing race and hate crime issues; activity programmes for older people developed by The Pakistan Society Information and Advice; and, support for Spartans Football Academy to establish a new club for minority ethnic children.
- **Intergenerational relations:** Example projects include a series of intergenerational events held in Gorgie/Dalry involving local schools and partner organisations. The project outline was to deliver an 'Intergenerational Project' bringing people of all ages together for activities relating to the history of the Gorgie Dalry and Saughton / Stenhouse areas. In total six events were planned and delivered across the Neighbourhood as a part of the project.
- **Dementia awareness:** Example projects include work undertaken by the Pentland Health & Wellbeing Action Group to deliver a dementia awareness campaign as well as a campaign to target Carers health & wellbeing. The project aimed to build a sustainable programme based around raising awareness of the illness and promoting key events to highlight service gaps and needs within each community area. Over the winter months the promotion campaign aims to tackle the stigma of Dementia working with partners and communities, including development of a programme promoting social inclusion for those diagnosed with dementia. This piece of work offers opportunities to widen involvement of other areas of older people's health and wellbeing.

Preventing or addressing the effects of poor community cohesion

- 3.10 This area of work is concerned with working with key partners to safeguard vulnerable individuals, raise awareness of potential vulnerabilities and other impacts arising from poor community cohesion related to violent extremism and hate crime in Edinburgh.
- 3.11 Hate crime is defined as ‘crime motivated by malice or ill will towards a social group by race, sexual orientation, religion / faith, disability or transgender / gender identity [Offences Aggravated by Prejudice Act 2010]. Police Scotland states that hate crimes target marginalised and vulnerable community members, causing devastation to victims and their families.
- 3.12 Hate crimes can be reported directly to the Police or, if victims / witnesses prefer it, through Third Party Reporting Centres, of which there are thirty in Edinburgh. Reported hate crime figures for Edinburgh are gathered via Police Scotland but it is important to note this does not incorporate figures for unreported hate crimes / incidents. The reasons for these events being unreported are varied and are thought to include issues of accessibility, awareness and confidence. In recognition of these issues, the Council and partners work with third party organisations to gather further evidence on the scale and impact of hate crime and incidences across the city.
- 3.15 This area of work also includes capacity building to prevent, address and develop multi-agency protocols and responses for a range of issues, for example, radicalisation and religiously motivated hate crime. Examples include a City Wide Hate Crime Community Improvement Partnership established in response to the rise in reported Islamophobic incidents. Chaired by the Chief Social Work Officer this group recently launched a Participatory Budgeting Funding Opportunity the focus of which is to foster good relations by promoting understanding and reducing prejudice. Such work also supports awareness raising sessions currently being delivered in partnership with members of the City’s Muslim communities.

Measures of success

- 4.1 Measures of success will be included in outcome based performance frameworks developed for Locality Improvement Plans 2017/22 and the new Edinburgh Partnership Community Plan 2018/23. There currently is a dedicated performance framework for Neighbourhood Partnerships, which includes measures of success relating to community participation and cohesion.

Financial impact

- 5.1 The financial impacts of poor community relations in the City, in terms of their impact on council services and other public services, can be extensive and varied. No specific action has ever been taken to quantify impacts on services or consequent costs.

- 5.2 A key element of the proposed BREXIT Community Forum will be identifying and supporting actions proposed by the Corporate Policy and Strategy Working Group to minimise and mitigate any financial impacts arising from the EU referendum result.

Risk, policy, compliance and governance impact

- 6.1 Key risks identified in this area will feature as part of the Council's corporate risk register, and the Edinburgh Partnership Board's risk register.

Equalities impact

- 7.1 Recommendations outlined in this report will enable the Council to better meet its public sector equality duty under the Equality Act 2010. Specifically, the duty to promote good relations and related Scottish Statutory Instruments and EHRC Scotland Guidance

Sustainability impact

- 8.1 If approved, proposals outlined here will contribute to the delivery of Sustainable Edinburgh 2020 social and economic objectives.

Consultation and engagement

- 9.1 If approved, targeted consultation and engagement activity will be undertaken to identify and work with groups affected by community relations issues.

Background reading / external references

Corporate Policy and Strategy Report: EU Referendum Result – Managing Impacts in Edinburgh.

Andrew Kerr
Chief Executive

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Links

| | |
|--------------------------|------|
| Coalition pledges | All |
| Council outcomes | All |
| Community Plan | All |
| Appendices | None |

Corporate Policy and Strategy Committee

10.00am, Tuesday, 6 December 2016

Information and Communications Technology (ICT) Acceptable Use Policy

Item number 7.2
Report number
Executive/routine
Wards

Executive summary

The ICT Acceptable Use Policy (the Policy) is currently required to be reviewed annually. The current version of the policy went to the Corporate Policy and Strategy Committee on 3 November 2015, having previously been to Committee on 2 December 2014, and it is due to go again on 6 December 2016.

Following the latest review, it was felt that the current policy is adequate and should remain unchanged. However, Human Resources (HR) and ICT have agreed to working closely on this and related policies to ensure that they are as visible and are as user-friendly as possible for our employees.

Links

Coalition pledges [P27](#)
Council outcomes [CO24, CO26, CO27](#)
Single Outcome Agreement

Information and Communications Technology (ICT) Acceptable Use Policy

1. Recommendations

- 1.1 To note that the latest review has resulted in no change to the current policy; and
- 1.2 To note that HR will work collaboratively with relevant Council colleagues and the Trades Unions to produce a more concise and simpler policy.

2. Background

- 2.1 The Policy was formally introduced on 1 May 2014.
- 2.2 The Policy was introduced by way of manager briefing sessions and mandatory e-learning.
- 2.3 The Policy is also part of the essential annual refresher training and a component of our induction process.

3. Main report

- 3.1 The Policy is reviewed annually and was last approved at the Corporate Policy and Strategy Committee on 3 November 2015, having been originally approved on 2 December 2014.
- 3.2 Elected members agreed that the Policy be reviewed annually and this has now been undertaken.
- 3.3 The review has consisted of:
 - i) considering if the Policy requires any adjustment;
 - ii) consultation with the Joint Trades Unions;
 - iii) consultation with Information Governance
 - iv) consultation with HR officers; and
 - v) consultation with ICT officers.
- 3.4 No changes have been made following this review, as it remains fit for purpose and there has been no change to legislation.
- 3.5 However, there was broad agreement that the Policy could be simpler and more concise and it has been agreed that HR will work with appropriate Council colleagues and the Trades Unions in order to produce a policy that is more accessible.

4. Measures of success

- 4.1 The Policy continues to be clearly understood. This is assisted by annual refresher training.

5. Financial impact

- 5.1 No financial impact.

6. Risk, policy, compliance and governance impact

- 6.1 No risk, policy, compliance or governance impact.

7. Equalities impact

- 7.1 There are no adverse equalities issues.

8. Sustainability impact

- 8.1 None.

9. Consultation and engagement

- 9.1 As the Policy has not changed, the collective agreement with the Trades Unions remains unchanged and they have confirmed that they continue to support the Policy.
- 9.2 ICT colleagues have confirmed that they are willing to work with HR to produce a more concise and accessible document.
- 9.3 HR colleagues have confirmed that they have no comments on the Policy.

10. Background reading/external references

- 10.1 [ICT Acceptable Use Policy](#) – Corporate Policy and Strategy, 25 February 2014
- 10.2 [ICT Acceptable Use Policy](#) – Corporate Policy and Strategy, 25 March 2014
- 10.3 [ICT Acceptable Use Policy](#) – Corporate Policy and Strategy, 2 December 2014
- 10.4 [ICT Acceptable Use Policy](#) – Corporate Policy and Strategy, 3 November 2015

Hugh Dunn

Acting Executive Director of Resources

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Links

| | |
|---------------------------------|---|
| Coalition pledges | P27 - Seek to work in full partnership with Council staff and their representatives |
| Council outcomes | CO24 - The Council communicates effectively and internally and externally and has an excellent reputation for customer care 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 | |

Corporate Policy and Strategy Committee

10.00am, Tuesday, 6 December 2016

Smoke Free Policy Review

Item number 7.3
Report number
Executive/routine
Wards

Executive Summary

In September 2015, the Corporate Policy and Strategy Committee approved the Smoke Free Policy (Policy). The Policy takes full cognisance of the Scottish Government document 'Creating a Tobacco-Free Generation – A Tobacco Control Strategy for Scotland' which requires Local Authorities to have a well implemented 'Smoke Free Policy'.

The Policy also introduced smoking restrictions to the use of e-cigarettes (vaping).

An update was subsequently provided to Members in December 2015 on developments in relation to evidence on the health risks of e-cigarettes as it relates to the Policy.

Since December 2015, whilst no new material information in relation to evidence on the health risks of e-cigarettes has been published, Public Health England have reported that whilst debate continues about the level of safety, there is growing consensus that e-cigarettes are significantly safer for users than smoked tobacco.

In addition, the Tobacco and Related Products Regulations 2016 came into force in May 2016. These regulations are in relation to consumer protection and set out requirements

Links

Coalition Pledges

Council Priorities

Single Outcome Agreement

for packaging and labelling, and volume & concentration of nicotine. In summary, whilst there now appears to be growing consensus that e-cigarettes are safer for users than tobacco products, there is no new material information that would justify a change to the Policy at this time. Given the relatively short time e-cigarettes have been in widespread use, there is still a lack of conclusive data on the long term effects of their use and for public health. This will remain under review.

Smoke Free Policy Review

1. Recommendations

- 1.1 The Corporate Policy and Strategy Committee is requested to approve the recommendation to maintain the restrictions set out in the current Policy. Also, to note that any material changes which develop, such as Scottish or UK Government advice or significant public health research findings, will be reported to Committee, together with any implications for the Policy.

2. Background

- 2.1 By law, Local Authorities are responsible for ensuring that all its enclosed or substantially enclosed public places are smoke free, maintaining a safe, healthy working environment, protecting the health of clients, staff, visitors and contractors from hazardous environments, and making sure that staff understand their responsibilities to take reasonable care of the health and safety of themselves and others.
- 2.2 The 2013 Scottish Government document 'Creating a Tobacco-Free Generation – A Tobacco Control Strategy for Scotland' requires *all Local Authorities to have a well implemented Smoke Free Policy, covering buildings and grounds by 2015*. The aim of the National Strategy is based on evidence that an effectively implemented Smoke Free Policy shows good leadership and demonstrates an exemplar role in supporting the public health of local communities in relation to preventable diseases and ill health caused by smoking.
- 2.3 The Council recognises its role in exemplifying Scotland's smoke free ambitions. For the purposes of this policy, restrictions were also applied to the use of e-cigarettes. Smoking is not permitted in enclosed areas including Council premises and vehicles used on Council business, nor in surrounding areas for Council premises (including entrances areas, car parks, playgrounds and courtyards). In addition, smoking restrictions apply in outdoor areas under the Council's jurisdiction such as play parks.
- 2.4 The Policy was approved by the Corporate Policy and Strategy Committee on 1 September, 2015. The implementation date was 1 December, 2015.
- 2.5 An update was subsequently provided to Elected Members in December 2015 on developments in relation to evidence on the health risks of e-cigarettes as it relates to the Policy.

- 2.6 Members requested an update on any subsequent developments in relation to evidence on the health risks from the inhalation of e-cigarettes.

3. Main report

- 3.1 The Policy takes full cognisance of the Scottish Government document 'Creating a Tobacco-Free Generation – A Tobacco Control Strategy for Scotland' which requires Local Authorities to have a well implemented 'Smoke Free Policy'.
- 3.2 The Policy places restrictions on the use of e-cigarettes (vaping).
- 3.3 E-cigarettes are not covered by smoke free legislation.
- 3.4 There is still a lack of conclusive data on the long term effects of the use of e-cigarettes and for public health. Since December 2015, whilst no new material information in relation to evidence on the health risks of e-cigarettes has been published, Public Health England have reported that whilst debate continues about the level of safety, there is growing consensus that e-cigarettes are significantly safer for users than smoked tobacco.
- 3.5 The Tobacco and Related Products Regulations 2016 came into force in May 2016. These regulations are in relation to consumer protection and set out requirements for packaging and labelling, and volume and concentration of nicotine.
- 3.6 There is no new material information that would justify any change to the current restrictions in the Policy at this time. This will remain under review.

4. Measures of success

- 4.1 A safer, healthier environment in all Council owned properties and designated external areas under the jurisdiction of the Council.

5. Financial impact

- 5.1 No impact.

6. Risk, policy, compliance and governance impact

- 6.1 No impact is envisaged.

7. Equalities impact

- 7.1 No impact is envisaged.

8. Sustainability impact

8.1 No impact is envisaged.

9. Consultation and engagement

9.2 Full consultation with our recognised Trade Unions has been undertaken.

10. Background reading/external references

10.1 Creating a Tobacco-Free Generation for Scotland, Scottish Government, March 2013.

10.2 Smoke Free Policy – Report to [Corporate Policy and Strategy Committee](#), 1 September 2015.

10.3 E-cigarettes (vapourisers) - update on health considerations - [Report to Corporate Policy and Strategy Committee](#), 1 December 2015.

10.4 Public Health England – Use of e-cigarettes in public places and workplaces. Advice to inform evidence-based policy making. Public Health England: advice for employers and organisations. 6 July 2016.

10.5 Tobacco and Related Products Regulations 2016.

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11 Links

Coalition Pledges

Council Priorities

Single Outcome Agreement

Appendices

Smoke Free Policy

Smoke Free Policy

Implementation date: 1 December, 2015

Control schedule

Approved by

Approval date

Senior Responsible Officer Susan Tannahill, Council Health and Safety Manager

Author Ron Young, Council Health and Safety Manager

Scheduled for review September, 2016

Version control

| Version | Date | Author | Comment |
|---------|----------------|-----------------|---|
| 0.1 | June, 2015 | Ron Young | |
| 0.2 | August, 2015 | Susan Tannahill | Scope extended to include contractors; scope of Nicotine Delivery Devices clarified; clarification on scope of external areas to be designated as smoke free. |
| 0.3 | November, 2016 | Susan Tannahill | Policy reviewed – no changes recommended. |

Committee decisions affecting this policy

| Date | Committee | Link to report | Link to minute |
|-----------|--|----------------|----------------|
| 1 2015 | Sept Corporate Policy and Strategy Committee | | |
| 6 2016 | Dec Corporate Policy and Strategy Committee | | |

Smoke Free Policy

Introduction

- 1.1 The scope of this policy is designed to include employees, elected members, visitors, clients, contractors and members of the public.
- 1.2 It is widely recognised that smoking is the largest single cause of serious ill health and premature death in Scotland. Similarly, the health effects of people breathing in other people's tobacco smoke, i.e. passive smoking, have emerged as an important health concern.
- 1.3 E-cigarettes (vapourisers) are increasingly being used by smokers who view them as a 'healthier' alternative to cigarettes or tobacco. For the purposes of this policy, smoking includes the use of e-cigarettes.
- 1.4 Whilst the Council supports the view that whether people smoke or not is a matter of personal choice, where they smoke is restricted by the Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006. Smoking is therefore not permitted in enclosed areas including Council premises and vehicles used on Council business.
- 1.5 The Council recognises its role in exemplifying Scotland's smoke free ambitions. Smoking is therefore not permitted in surrounding areas for Council premises including entrance areas, car parks, playgrounds and courtyards within the boundary of Council premises. In addition, smoking restrictions will be applied to other outdoor areas within the Council's jurisdiction likely to be frequented by children such as play parks. Smoking restrictions may also be applied at outdoor family events organised by the Council.

Policy Aims and Objectives

- 2.1 The Council, as an employer, is committed to ensuring, so far as is reasonably practicable, the health, safety and welfare of all employees, and others, whilst at work and will ensure that a working environment free from tobacco smoke is maintained in all enclosed Council workplaces.
- 2.2 The Council recognises its role in exemplifying Scotland's smoke free ambitions as recommended by the Scottish Government's 'Creating a Tobacco-Free Generation – A Tobacco Control Strategy for Scotland'.

- 2.3 In seeking to achieve the aims in 2.1 and 2.2, the purpose of this policy will be to:
- (a) comply with the Smoking, Health and Social Care (Scotland) Act 2005 and the Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006;
 - (b) support the 2013 Scottish Government recommendation that Local Authorities consider scope for extending smoking restrictions to outdoor areas within their jurisdiction (including vehicles parked on the grounds of Council property);
 - (c) promote the health of all employees by means of discussion and support on key issues surrounding smoking, and encouraging and supporting employees who currently smoke to change their smoking behaviour;
 - (d) reduce the risks associated with passive smoking by prohibiting smoking in all Council owned premises and designated outdoor areas within their jurisdiction;
 - (e) to prohibit smoking in any Council owned or hired fleet vehicle; and
 - (f) whilst private cars are exempt under the legislation, smoking shall not be permitted in privately owned or leased cars during authorised journeys on Council business.
- 2.4 Managers should also be aware that they could individually face a fixed penalty fine for either:
- allowing others to smoke in no smoking premises; or
 - failing to display warning notices in no smoking premises.
- 2.5 This policy will apply to all Council employees and does not make any provision for smoking rooms or areas for use by employees. There is no entitlement to smoke breaks.

Operating the Policy

- 3.1 Directors will be responsible for implementing, operating and monitoring this policy in respect of all Council workplaces and vehicles that fall within their control, including supporting smoking restrictions in designated outdoor areas.
- 3.2 Directors will ensure that:
- (a) All employees are informed of the policy and how it will be implemented and applied;

- (b) All employees are informed that failing to adhere to the controls set out in the policy will be viewed seriously and will be dealt with in accordance with the Council's Disciplinary Procedures;
- (c) All employees are reminded that unauthorised absence from work (e.g. leaving the workplace without permission) is viewed as misconduct;
- (d) All potential employees are informed of the non-smoking obligations which will be placed on them should they be offered employment with the Council (e.g. job information packs and selection interview);
- (e) No-smoking signs must be prominently displayed in all Council premises that are affected by the smoking restrictions, so that they can be seen by people in the premises and approaching the premises;
- (f) No-smoking signs must also be displayed in all Council owned or hired fleet vehicles;
- (g) Managers will need to ensure that action is taken if any cases of persons smoking are reported to them (e.g. reminding employees of the content of this policy);
- (h) Managers will need to ensure that suitable records are kept as appropriate to demonstrate compliance with the legislation (e.g. record of complaints and action taken); and
- (i) No smoking signs must be prominently displayed in outdoor areas where smoking restrictions apply, i.e. surrounding areas for Council premises including entrances, car parks, playgrounds and courtyards within the boundary of Council premises. In addition, other outdoor areas within the Council's jurisdiction likely to be frequented by children such as play parks. Smoking restrictions may also be applied at outdoor family events organised by the Council.

Employee Responsibilities

- 4.1 In line with the Council's Health and Safety Policy, all employees are reminded of their responsibilities to act in the course of their employment with due care for their own safety and welfare and that of others who could be affected by their acts or omissions.
- 4.2 It is the responsibility of employees who smoke to adhere to the controls set out in this policy.
- 4.3 Failure to comply with the law is a criminal offence and employees will be individually liable for any penalty that may result.

Promoting Health

- 5.1 The Council is committed to promoting the health of all employees regardless of whether they work indoors or outdoors and will seek to work in partnership with health professionals in encouraging and supporting employees who currently smoke to change their smoking behaviour.
- 5.2 The Council will seek to ensure that employees are provided with support by:
- (a) Making available on request general information regarding health and smoking, including sources of help, for employees who wish to reduce or stop smoking; and
 - (b) Working with health partners for the provision of voluntary smoking cessation help, encouraging employees who wish to stop smoking to access group or one to one support sessions where these are considered appropriate.

Visitors to Council Premises

- 6.1 In order that the Council fulfils its legal obligations, visitors, including contractors, will be required to conform to the smoking controls applying to employees.
- 6.2 Anyone found smoking will be informed that they are committing an offence and will be asked to extinguish their smoking material immediately or leave the premises.

Special Arrangements

Meetings and Events

- 7.1 Any organisation or person granted the use of Council premises for meetings or events will be informed that smoking is not permitted in any part of the building.

Residential Care Homes

- 7.2 Residential Care Homes are regarded as being the homes of those residents there. In these special circumstances the legislation allows for the provision of a specific room(s) to be designated as places where residents can smoke. Such rooms must be adequately ventilated with appropriate signs 'for resident use only'.

Day Care Centres

- 7.3 In accordance with the legislation, there is no provision for smoking rooms in Day Care Centres. Therefore, clients attending such centres will be informed that smoking is not permitted in any part of the building.

Community Education Centres

- 7.4 In the case of Community Education Centres, the Management Committees will need to adopt the position that smoking will not be permitted, in compliance with the legislation

Working in the Community

- 8.1 It is recognised that a significant number of employees work away from Council premises, providing services to people in their own homes that are not covered by the legislation, or in other indoor workplaces where the Council does not have control.
- 8.2 Mindful of the Council's statutory duties regarding service provision, e.g. Domiciliary Care, managers will need to apply the principles of risk management when assessing and controlling the risks to employees, to ensure that an appropriate level of service continues to be provided.
- 8.3 The risk management process should include consideration of the following:
- a) Identification of client homes occupied by smokers;
 - b) Encouraging clients not to smoke prior to and during times when Council employees are in their homes;
 - c) Opening windows to ventilate the home;
 - d) Employees with particular health conditions that could be affected by tobacco smoke; and
 - e) Where practicable, avoiding consecutive visits to homes where employees are likely to be exposed to tobacco smoke.
- 8.4 All such risk assessments should be recorded and reviewed periodically to ensure that they remain valid.

Review

- 9.1 This policy will be reviewed by the Council in the light of experience and changes in circumstances.

Corporate Policy and Strategy Committee

10.00am, Tuesday, 6 December 2016

Update on the National Benefit Cap in Edinburgh

| | |
|-------------------|-----|
| Item number | 7.4 |
| Report number | |
| Executive/routine | |
| Wards | All |

Executive summary

The benefit cap is a limit on the total amount of income from certain benefits a household can receive. If citizens receive more than the benefit cap allows then their Housing Benefit will be reduced in line with the cap. For a couple or single person with children the benefit cap is currently £500 per week. The limit for single people with no children is £350 per week. From autumn 2016 this has been reduced to £384 for a couple or single person with children and £258 for a single person.

Whilst citizens already experiencing capping of benefit at the previous levels have seen their benefit reduced to the new levels from 7 November 2016, the remainder of affected Edinburgh citizens will not see the reduction in their benefit until early January 2017, as part of the phased roll out to local authority areas determined by Department of Work and Pensions (DWP).

This report updates the impact of the change to those households affected from 7 November 2016, and the mitigating actions being taken to support the transition of these citizens, as well details on further impact to those who will be affected from January 2017.

Links

Coalition pledges

Council outcomes

Single Outcome Agreement SO2

Corporate Policy and Strategy Committee

Update on the National Benefit Cap in Edinburgh

1. Recommendations

- 1.1 It is recommended that the Corporate Policy and Strategy Committee:
 - 1.1.1 Note the impacts on citizens of the reduction of the national benefit cap; and
 - 1.1.2 Note the mitigating actions being undertaken by Edinburgh Benefit Cap Partnership.

2. Background

- 2.1 The benefit cap is a limit on the total amount of income from certain benefits a household can receive and was introduced in April 2013. If citizens receive more benefits than the cap allows then their Housing Benefit and Universal Credit (Housing Costs) will be reduced in line with this.
- 2.2 For a couple or single person with children the benefit cap is currently £500 per week. The limit for single people with no children is £350 per week. From autumn 2016 this has been reduced to £384 for a couple or single person with children and £258 for a single person.
- 2.3 The reduced benefit cap has been applied to those citizens capped under the former levels from 7 November 2016.
- 2.4 It is anticipated the Department of Work and Pensions (DWP) will provide details of the remaining citizens who will be subject to capping under the new rates for the first time in the second week in January. Affected citizens' housing benefit will be reduced from the Monday following the date this information is received.

3. Main report

- 3.1 The first phase of the extended benefit cap in Edinburgh has been received and affected citizens benefit have been updated. The breakdown per total weekly loss based on tenure type of affected citizens is as follows:

| Tenure | Case Numbers | Total Weekly reduction in HB |
|-----------------|--------------|------------------------------|
| CEC | 10 | 1008.84 |
| RSL | 5 | 462.04 |
| LHA | 42 | 7308.00 |
| PSL | 8 | 1001.66 |
| HOMELESS/HOSTEL | 62 | 14868.52 |

- 3.2 To financially mitigate this first phase of extended capping would cost an additional £1.28m per annum.
- 3.3 To support transition of citizens currently in receipt of Discretionary Housing Payment (DHP) under the former policy as a result of benefit cap prior to the extension and reduction in financial limits have received additional awards to cover the reduction in benefit up to 31 December 2016. At this point the new DHP policy should apply, pending committee approval of the proposal to re-categorise applications for support due to benefit capping from 'will pay' to 'may pay' and a reassessment of awards to these individuals will be made in line with this.
- 3.4 The Council received information from DWP August 2016 which identified 894 tenants living in Edinburgh who will potentially be affected once the extended Benefit Cap is rolled out in Edinburgh in January 2017. This is inclusive of the first phase of citizens noted above.
- 3.5 A breakdown of affected citizen by housing tenure is as follows:

| Tenure | No of Households Affected | % of All Benefit Cap cases |
|------------------------------|---------------------------|----------------------------|
| Temporary Accommodation | 394 | 44 |
| Mainstream Council Tenancies | 154 | 17.2 |
| Private Rented Sector | 277 | 31 |
| Housing Association | 66 | 7.4 |
| Private Boarder | 3 | 0.3 |

- 3.6 The most recent indications from DWP project around 767 additional citizens will be affected by Benefit Cap to varying degrees from early January 2017. This data is subject to change as citizens move in and out of the benefit cap category dependent on personal circumstances.
- 3.7 Initial estimations show an average reduction in benefit of £81.57 per household. Based on information available, it is anticipated that full mitigation of the Benefit Cap in Edinburgh would cost in the region of £3.7m. The current DHP fund is insufficient to meet the costs of this particular welfare reform. Pending an anticipated additional allocation by Scottish Government, Edinburgh's estimated total DHP fund is £4.7m for 2016/17. The DHP spend and committed spend at 31 October 2016 sits at 90% of the total fund.
- 3.8 Limitations on financial mitigation for those subject to benefit cap mean it has been necessary to look at alternative solutions to support citizens through this transition.
- 3.9 DWP and the City of Edinburgh Council have collaborated to establish the Edinburgh Benefit Cap Partnership with key partners that can offer support to those subject to benefit cap. These include partners offering advice on finances, employability, childcare and disability support.
- 3.10 The Benefit Cap Partnership has held events for staff members from several of the city's associations and agencies, to ensure that there is a high standard of advice provision and support available for claimants. It has been agreed that a series of employability events will be organised across the city for claimants.
- 3.11 The first such event took place in the east of the city at the offices of Forth Sector on 17 November 2016. DWP invited citizens subject to capping to speak with organisations to support transition. This included housing providers, childcare representatives, employability support, and advice agencies.
- 3.12 Council Officers are working in partnership with DWP to ensure the data showing proposed capped individuals is accurate, ensuring those listed as potentially subject are offered a benefits health check to establish if liability to other benefits exists, potentially remove them from the category of benefit capping.
- 3.13 Officers from DWP are conducting visits to individuals in their homes to undertake this activity prior to the further extension of the benefit cap.
- 3.14 The City of Edinburgh Council has issued communications to citizens to ensure they are aware their benefit could reduce, and to ensure correct benefits in place by also offering benefit health check and directing to advice agencies. A leaflet detailing where they can seek help is included in the communication.

- 3.15 Housing providers have been made aware of individuals who are tenants and are engaging with these citizens to support transition, provide support and direct to advice services for benefit checkups.
- 3.16 The Welfare Reform team are working closely with colleagues in Communities and Families to identify potential vulnerable individuals and families currently receiving council support services to ensure they are offered appropriate levels of support.

4. Measures of success

- 4.1 The success of mitigating actions will be measured through customer satisfaction with awareness of advice, advocacy and employment services in Edinburgh. This includes increased benefit take up and minimised losses by ensuring citizens undertake benefit health checks.

5. Financial impact

- 5.1 The increasing numbers of people experiencing benefit cap could lead to a significant loss of income for households. This reduced income and the fact that the benefit reduced to bring citizens' income within the benefit cap is Housing Benefit and Universal Credit Housing Costs could see a loss of revenue for housing providers.
- 5.2 It is anticipated the greatest losses will be experienced in Temporary Accommodation whereby the right to accommodation is not based on the ability to pay. This will bring significant pressure to deliver this service in the face of reduced revenue.
- 5.3 Reduced income for citizens in the private rented sector could see an increase in those requiring temporary accommodation as a result of being unable to meet shortfalls between Housing Benefit and liable rent charges. This may result in an increase in evictions as a result of this. Citizens in this area will be limited in options to establish secure accommodation due to the average rent levels across the city.

6. Risk, policy, compliance and governance impact

- 6.1 The Council will ensure that as far as possible all citizens are made aware of the availability of the advice and support available to them.
- 6.2 The Council will continue to work with partners to ensure benefit cap is applied appropriately to individuals, identifying those inappropriately subject to capping to ensure they highlight their position with DWP.

- 6.3 The Council will ensure that it manages the DHP fund to ensure that support is directed to those most in need, but remains within budgeted spend and observes the constraints and obligations to direct funding as intended by Scottish Government and Central Government in their contributions to the fund.
- 6.4 A Quality Assurance Framework operates within the Benefits service area. This framework ensures that at least 4% of all decisions are checked for accuracy on a random sample basis. The results from the samples are reported back to Team Managers and Development staff within the area, to ensure benefit cap cases are dealt with appropriately.

7. Equalities impact

- 7.1 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.

8. Sustainability impact

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

9. Consultation and engagement

- 9.1 Ongoing consultation has been undertaken with housing providers to make them aware of the impacts related to the benefit cap and the inability to fully mitigate this. This message is also shared with private landlords through private rented sector publications.
- 9.2 Work is being undertaken in partnership with DWP to support citizens' transition through this change by providing budgeting advice and support to gaining employment. As well as this advice agencies are working to ensure that citizens who have been incorrectly classified as being subject to the cap are supported to have this corrected.

10. Background reading/external references

- 10.1 Corporate, Policy and Strategy Committee: 8 November 2016 – [Welfare Reform Update](#)

Hugh Dunn

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11. Links

Coalition pledges

Council outcomes

Single Outcome Agreement **SO2** – Edinburgh’s citizens experience improved health and wellbeing, with reduced inequalities in health

Appendices None

Corporate Policy and Strategy Committee

10.00am, Tuesday, 6 December 2016

Discretionary Housing Payments (DHP) Policy

| | |
|-------------------|-----|
| Item number | 7.5 |
| Report number | |
| Executive/routine | |
| Wards | All |

Executive summary

The Discretionary Housing Payments (DHP) Policy presented to the Corporate Policy and Strategy Committee on 5 August 2014 stated that the DHP Policy would be reviewed when required.

As a result of national welfare reform initiatives the following policy changes are proposed:

- a) To change the DHP category for mainstream households affected by the benefit cap from 'will pay' to 'may pay'. The benefit cap is a limit on the total amount of income from certain benefits a household can receive. If citizens receive more than the benefit cap allows then their Housing Benefit will be reduced in line with the cap. The DHP fund is insufficient to fully mitigate this change in all cases; and
- b) When assessing financial need, the Council will exclude any income already disregarded for Housing Benefit purposes which are paid to disabled persons i.e. Disability Living Allowance and Personal Independence Payments. In doing so the decision maker will also disregard any expenditure attributed to these incomes.

Links

Coalition pledges

Council outcomes

Single Outcome Agreement [SO2](#)

Discretionary Housing Payments (DHP) Policy

1. Recommendations

- 1.1 It is recommended that the Corporate Policy and Strategy Committee approve the revised DHP policy attached at Appendix 1.

2. Background

- 2.1 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.
- 2.2 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 DHP Scheme.
- 2.3 A revised DHP policy was approved by City of Edinburgh Council in November 2013 in response to the Welfare Reform Act 2012. This was amended in August 2014. As a result of the extension of the benefit cap by Central Government, it has been necessary to review the DHP policy to ensure prudent financial management of the fund.
- 2.4 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.

3. Main report

- 3.1 The DWP's 2016/17 DHP allocation for Edinburgh is £1.45m.
- 3.2 The Scottish Government's anticipated allocation of £3.25m brings the estimated total DHP fund to £4.7m for 2016/17.
- 3.3 The Scottish Government's contribution to the DHP fund provides for full mitigation of under occupancy charges in social sector households and cannot be used to mitigate the impacts of other welfare reforms.
- 3.4 As a result of national benefit cap revisions and fairness of process, the following changes to the Council's DHP policy are proposed:

Benefit Cap

- 3.5 The benefit cap is a limit on the total amount of income from certain benefits a household can receive. If citizens receive more than the benefit cap allows then their Housing Benefit will be reduced in line with the cap. For a couple or single person with children the benefit cap is currently £500 per week. The limit for single people with no children is £350 per week. From autumn 2016 this has reduced to £384 for a couple or single person with children and £258 for a single person. Where households are affected by the benefit cap and in mainstream accommodation, these will no longer be automatically mitigated and will now be considered under the 'may pay' category on a case by case basis.

Citizens receiving Disability Benefits

- 3.6 When carrying out the assessment of financial need, the Council will exclude any income already disregarded for Housing Benefit purposes which is paid to disabled persons i.e. Disability Living Allowance and Personal Independence Payments. In doing so, the decision maker will also disregard any expenditure attributed to these incomes.
- 3.7 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. The above policy changes are designed to simplify elements of the DHP process, while maintaining its overall objectives and ensure the fund is financially managed to support the most vulnerable citizens in Edinburgh.

4. Measures of success

- 4.1 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 maximum entitlement to Housing Benefit.

5. Financial impact

- 5.1 The increasing numbers of people experiencing hardship has led to a significant increase in demand for DHP. There has been a requirement to considerably increase administration resources to ensure that the funds are appropriately and fairly distributed.

6. Risk, policy, compliance and governance impact

- 6.1 The 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 Council's website.
- 6.2 A Quality Assurance Framework operates within the Benefits service area. This Framework ensures that at least 4% of all decisions are checked for accuracy on a random sample basis. The results from the samples are reported back to Team Managers and Development staff within the area, where action is taken to avoid a recurrence.

7. Equalities impact

- 7.1 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.

8. Sustainability impact

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

9. Consultation and engagement

- 9.1 Ongoing consultation has been undertaken with housing providers to make them aware of the impacts related to the benefit cap and the inability to fully mitigate this.
- 9.2 Work is being undertaken in partnership with DWP to support citizens' transition through this change by providing budgeting advice and support to gaining employment. As well as this advice agencies are working to ensure that citizens who have been incorrectly classified as being liable to the cap are supported to have this corrected.

10. Background reading/external references

- 10.1 http://www.edinburgh.gov.uk/download/meetings/id/44069/item_no_72_-_discretionary_housing_payments_dhp_policy

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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

City of Edinburgh Council – Discretionary Housing Payment Policy (DHP)

Implementation date:

Control schedule

Approved by

Approval date

Senior Responsible Officer Neil Jamieson

Author Sheila Haig

Scheduled for review November 2017

Version control

| Version | Date | Author | Comment |
|---------|------------|-------------|---------|
| 0.1 | 05/08/2014 | D Gallacher | |
| 0.2 | 07/11/2016 | S Haig | |

Committee decisions affecting this policy

| Date | Committee | Link to report | Link to minute |
|------------|-----------|----------------|----------------|
| 05/08/2016 | CP&S | | |

Discretionary Housing Payment Policy

Policy Statement

- 1.1 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.
- 1.2 DHPs are administered by the Local Authority (the Council) and funded by allocated amounts received from Department of Works and Pensions (DWP) and Scottish Government.
- 1.3 The Discretionary Housing Payments (Limit on Total Expenditure) Revocation (Scotland) Order 2014 revokes the limit of DHP spend in Scotland and its effect is that there is no limit imposed on the expenditure of DHPs in Scotland from the financial year commencing 1 April 2014.
- 1.4 This policy document provides a framework for outlining circumstances under which DHPs may be awarded. All applications will be considered on a case by case basis and awards will be made at the discretion of the Council, with the exception of those which are made to mitigate the Social Sector Size Criteria. The examples given are not exhaustive and other circumstances will be considered.

Policy Aims and Objectives

- 2.1 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

2.2 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.

2.3 The DHP policy will be published on the Councils website.

Scope

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

- be in receipt of Housing Benefit or Universal Credit (with Housing Element):
and
- have a rental liability; and
- have a shortfall between the amount of benefit being received and the amount of rent that is due to be paid; and
- be having difficulty in meeting the shortfall in their rental liability; or
- be having difficulty in meeting rent deposit or rent in advance.

Policy Content

When DHP will be Paid

4.1 Those affected by Social Sector Size Criteria (under occupancy) will have their reduction in Housing Benefit mitigated by DHP award on application. The Scottish Government contribution to Edinburgh's DHP fund is intended to mitigate this aspect of welfare reform only and as such cannot be used to mitigate any other impacts of reforms.

When DHP May Be Paid

4.2 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:

- Where a claimant is chronically sick or disabled;
- Where a claimant is experiencing hardship;
- To cover the reasonable costs of renting a particular type of accommodation to suit a particular need;
- Where a member of the household moves out of the property and this reduces the household's bedroom entitlement;
- Where a household is affected by the benefits cap;
- 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;

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

When DHP Will Not Be Paid

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

- Where a tenancy was not affordable when taken on (except in exceptional circumstances where no other reasonable alternative was available);
- Where benefit fraud has been committed;
- To reduce water and waste-water charges;
- Where a benefit is in payment is subject to a reduction direction, sanction or suspension;
- To cover a reduction in Housing Benefit resulting from a Housing Benefit overpayment which is being recovered from ongoing entitlement;
- To cover service charges which are ineligible for Housing Benefit;
- Where an increase in rent has been made by the landlord to cover rent arrears;
- Where non dependant deductions that are not being paid by the non dependant (except in exceptional circumstances);
- 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;
- Where the tenant is entitled to another benefit that they are not already claiming.

Level and Period of Award

- 4.4 For categories 5.0 above, the level and period of award will be based on the individual circumstances of the applicant;
- 4.5 In the case of a shortfall the amount of DHP will not exceed the weekly eligible rent;
- 4.6 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;
- 4.7 Payment may be made to the applicant, agent, appointee, and landlord or directly into the rent account;

- 4.8 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;
- 4.9 Claimants are required to notify the Assessment and Finance Team 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.

Assessment of DHP

- 4.10 The Council will consider a wide variety of circumstances when deciding if DHP will be paid. The Council will assess a claimant's 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.
- 4.11 The Assessment and Finance Team will consider increasing the claimant's declared expenditure, when appropriate, prior to assessing the claim;
- 4.12 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. Advice will also be provided on the appropriate agencies/contacts to assist claimants with managing their money;
- 4.13 When carrying out the assessment of financial need, the Council will exclude any income already disregarded for Housing Benefit purposes which are paid to disabled persons i.e. Disability Living Allowance and Personal Independence Payments. In doing so the decision maker will also disregard any expenditure attributed to these incomes.

Backdating an Award

- 4.14 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;
- 4.15 DHP can only be considered for a period when the claimant was in receipt of Housing Benefit or Universal Credit (with Housing Element).

Recovery of Overpaid DHP

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

How to Apply for DHP

- 4.17 Requests must be made on an application form. The form can be obtained online at www.edinburgh.gov.uk , by emailing dhp@edinburgh.gov.uk, by telephoning 0131 469 5000 or collected at the local office situated at 249 High Street, Edinburgh, EH1 1YJ;
- 4.18 The claimant will be notified in writing of their award.

The Right of Review

- 4.19 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 Assessment and Finance Team;
- 4.20 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.
- 4.21 An officer from the Assessment and Finance Team who was not involved in the original decision will consider the request for the review;
- 4.22 The reviewing officer will notify the customer of their decision in writing
If on receipt of the decision the claimant continues remains unhappy, then they can make a complaint under the Councils Corporate Complaints Procedure;
- 4.23 A claimant may also have recourse to a judicial review.

Monitoring Arrangements

- 4.24 The Benefits Assessor when making a decision to award DHP will record the following information about the award:
- 4.25 If 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;
- 4.26 The total amount paid to the claimant;
- 4.27 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;
- 4.28 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;

- 4.29 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.

Related documents

- 5.1 [http://www.edinburgh.gov.uk/download/meetings/id/44069/item_no_72 -
discretionary housing payments dhp policy](http://www.edinburgh.gov.uk/download/meetings/id/44069/item_no_72_-_discretionary_housing_payments_dhp_policy)

Equalities impact

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

Sustainability impact

- 7.1 Welfare Reform is expected to have general implications for environmental and sustainability outcomes, for example in relation to fuel poverty. To mitigate the more negative impacts of welfare reform, The Council is working in partnership with various agencies to support transition of citizens through welfare reform.

Risk assessment

- 8.1 The 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 Council's website.
- 8.2 A Quality Assurance Framework operates within the Assessment and Finance Team area. This framework ensures that at least 4% of all decisions are checked for accuracy on a random sample basis. The results from the samples are reported back to Team Managers and Development staff within the area where action is taken to avoid a recurrence.

Policy Review

- 9.1 The City of Edinburgh Council's DHP policy will be reviewed annually or sooner if appropriate by the Customer Manager, Transactions – Assessment and

Finance and the Councils Corporate Policy and Strategy Committee will be asked to approve any material changes.

Corporate Policy and Strategy Committee

10.00am, Tuesday, 6 December 2016

New Performance Management Framework and Policy

Item number 7.6
Report number
Executive/routine
Wards

Executive Summary

The organisation is under pressure to transform itself and become fit for purpose to operate effectively in a much altered financial climate. It also has bold ambitions to deliver joined up public services that have the biggest impact in strengthening and empowering the communities we serve. The organisation's Wider Leadership Team have a clear and ambitious vision of the type of culture that needs to be established to ensure the organisation is at its most effective and productive in delivering for the city in new ways.

Our approach to managing performance and supporting our people to perform at their best plays a crucial role in enabling the organisation to be at its best in delivering for the city.

In response to insight from staff and managers that was sought out in 2015, a group of staff and managers from around the organisation have worked together to transform our approach to performance management.

Included with this report is the new approach that has been tested extensively across the organisation and negotiated with our trade unions. Agreement is sought on the new Performance Management Policy that accompanies this new Performance Framework, to enable us to create a culture of learning and performance across the Council.

Links

Coalition Pledges

Council Priorities

Single Outcome Agreement

New Performance Management Framework and Policy

1. Recommendations

- 1.1 Note our ambitions to establish excellent performance management practices and create a positive culture of learning and performance, as represented in our new Performance Framework, which will come in to effect from 1 April 2017.
- 1.2 Agree the accompanying new Performance Management Policy as a replacement to the Managing Work Performance Policy with effect from 1 April 2017, in line with the introduction of the new Performance Framework.

2. Background

- 2.1 The organisation is under pressure to transform itself and become fit for purpose to operate effectively in a much altered financial climate. It also has bold ambitions to deliver joined up public services that have the biggest impact in strengthening and empowering the communities we serve. The organisation's Wider Leadership Team have a clear and aspirational vision of the type of culture that needs to be established to ensure the organisation is at its most effective and productive in delivering for the city in new ways.
- 2.2 Our approach to managing people performance is a significant cultural lever to pull in securing a culture of learning and performance that will help us support our people to deliver their best and help us transform how we work in the city to make the biggest difference.
- 2.3 The business case for organisations adopting high performance working practices is a compelling one and the cost of not doing so - to staff, customers and the organisation - can be considerable. Meta-research undertaken by The Mindgym in 2011, for example, suggests that when managers play their performance management and development role effectively, performance can increase by as much as 25%. As we are now operating in a climate of reduced resources, this productivity benefit is significant and the support for staff that comes with it is necessary for our people.
- 2.4 Work commenced in summer 2015 to determine how to change our approach to managing performance in a way that would have the biggest and most positive impact on our culture and our performance as a Council.
- 2.5 In August 2015 we embarked on an exercise to understand our staff experience of performance management and identify what would need to happen to create a positive performance culture. We talked with approximately 200 staff in focus

groups, interviewed around 20 managers who it was thought were 'pockets of excellence', sought the perspective of around a dozen senior leaders and heard from around 150 staff through an online system survey, in addition to desk research and benchmarking with around half a dozen other companies.

- 2.6 What we heard from staff suggested that, while some managers were excellent in supporting their teams to perform, this was not felt to be the norm and our approach as an organisation was neither fuelling performance nor driving engagement.
- 2.7 The key frustrations we heard were that our performance management approach felt like a 'box ticking' process, felt unconnected with why people were here and didn't support people to deliver their best. The over-focus on process and compliance was felt to be compounded by the fact that supporting systems and materials were overly cumbersome, complex and difficult to engage with.
- 2.8 Staff in focus groups also found it frustrating that performance issues appeared to be tolerated, with the impact on them being that they often had to take up slack of others, albeit a minority of the workforce. Managers we interviewed described the difficulties faced when trying to tackle performance issues due to feeling unsupported by the organisation with the pressures faced when tackling issues and as a result of the policy timelines being so long in practice.
- 2.9 Additionally, we found that the focus on pay was getting in the way of positive, stretching and developmental performance conversations, we found that colleagues getting feedback was not the norm and that, not only did poor performance appear to be tolerated, it was also felt that great performance was sometimes just 'tolerated'.

3. Main report

- 3.1 In response to insight gleaned from staff and managers about what would be needed to close the gap between our current reality and our ambitions to create a culture of learning and performance, a 'Business User Group' was established in September 2015 to work with HR to co-create a new Performance Framework.
- 3.2 The thinking behind the new Performance Framework (and accompanying Performance Management Policy) has been focused on how to establish a supportive climate for performance that engages people at a human level, establishes a consistently high bar, makes it easy for our people to deliver their best performance and ultimately maximises the potential of our workforce. The focus is on supportive, developmental and, where needed, courageous conversations.
- 3.3 In addition to engagement and negotiation with our trade unions, there has been wide engagement of colleagues in the creation of the new approach and iterative developments of the new approaches have been extensively tested in a variety of Council operating environments throughout summer 2016. (See section 9 for more details).

- 3.4 As a departure from current practice, the new approach is inclusive of all colleagues of all grades. While some staff, such as teaching staff, have nationally agreed professional procedures, the principles and spirit of the new approach will apply to all.
- 3.5 The key components and changes to practice outlined in the Performance Framework and Policy are:
- 3.5.1 To support great conversations about 'the how' of performance, a new values map has been created to replace the Council's complex competency framework. The map brings to life the behaviours demonstrated when colleagues are approaching their work in line with our organisational values.
 - 3.5.2 To move the focus from process and 'box ticking' to positive and stretching conversations about service delivery, a new approach to the annual conversation has been created to replace the 'Performance Review and Development' (PRD) conversation. The approach is more forward-looking, has been significantly simplified and moves away from a mathematical approach to evaluating performance to an agreement about the broad ballpark a colleague's performance is in, with a view to prompting a development-oriented conversation.
 - 3.5.3 To increase our focus on supporting our staff to be their best and deliver their best throughout the year, a focus on year-round conversations is central to the framework. To support managers in having the most positive impact in these year-round conversations, a picture of what good looks like has been created for one-to-one and team conversations.
 - 3.5.4 Drawing on the weight of external research showing the correlation between getting regular, balanced feedback from a variety of key stakeholders (peers, customers etc.) and performance improvement, a tool to support staff and managers in seeking feedback from the people they work with is included in the framework.
 - 3.5.5 To support managers to support the minority of staff whose performance needs improvement, timeframes in the policy have changed. While the existing Managing Work Performance Policy had timeframes for improvement that could have resulted in resolution within a six month period, in practice it has been taking at least a year and sometimes up to 18 months to resolve performance issues, with negative consequences for the manager, the team and indeed the affected staff member. Due to the new focus on having clear and supportive performance conversations throughout the year, the timeframes for resolving performance issues have reduced to within six months (12 weeks initially, a possible extension of four weeks and a further short extension in exceptional circumstances). The focus is very much on supporting people to improve, and training will be provided to ensure manager capability in applying the policy fairly so as to avoid overly punitive interpretations (see 3.7).

- 3.6 In response to the feedback heard from staff and managers last year, the overall approach has been simplified and more flexibility incorporated to enable it to be successfully used in the wide variety of operating environments we have. While the whole framework is designed to be used flexibly, two key aspects of flexibility are:
- 3.6.1 To ensure flexibility in relation to operating environments, the performance cycle will be flexible for all staff, with the exception of senior managers whose performance year will remain on an April to March basis to align with the management of the organisation's performance. This ensures that different operating environments can choose a point in the year that aligns well with their service priorities and enables managers of high volumes of staff to spread out the more time-intensive conversations throughout the year.
 - 3.6.2 To ensure flexibility of process, it is intended that managers of staff without easy access to the new online forms (that will be developed as part of the new Business World launch) can use simple paper forms and would only be required to add their performance evaluation 'score' for each member of staff each year.
- 3.7 To support managers and staff to use the new approach well, an extensive engagement and development plan has been developed.
- 3.7.1 This will see all levels of senior managers (approximately 350+ people managers from the CEO down) take part in a robust two-day workshop in the January- March 2017 period, to support them in modelling the best possible practices ready for the 1 April launch. Thereafter, all other managers will receive a comparable amount of development to support them in rethinking and practising new approaches to performance conversations.
 - 3.7.2 Additionally, to support and engage staff in proactively playing their role in this, e-user guides are being developed and a road show of short workshops will run from January 2017 onwards to engage them in their role in managing their performance and development.
- 3.8 The link between pay and performance will be reviewed in 2017.

4. Measures of success

- 4.1 An evaluation and embedding change plan is currently being developed that will drive our focus in measuring and adjusting the change in the coming two years and beyond.
- 4.2 Indicators of success will be agreed at the level of practice and also at the level of impact (i.e. impact on colleagues, impact on service). At the level of practice, we will return to the ten indicators that were used in the summer 2015 research phase (including, for example, determining the extent to which our people have clear, aligned and stretching goals, are getting clear, honest and frequent feedback on their progress, etc).

5. Financial impact

- 5.1 There are costs associated with the development phase of this work that are incorporated within the organisation's transformation budget but an internal delivery model is being used to minimise costs.

6. Risk, policy, compliance and governance impact

- 6.1 Due to the links between people performance and organisational performance and change capability, the risks to the organisation's ability to successfully transform itself to be fit for purpose in a new climate are significant if this new approach is not implemented.

7. Equalities impact

- 7.1 There are no direct equalities impacts arising from this report.

8. Sustainability impact

- 8.1 There are no adverse environmental outcomes arising from this report.

9. Consultation and engagement

- 9.1 Since September 2015, HR have worked with a 'Business User Group' established to co-create the new Performance Framework and Policy. This group has been made up of a trade union representative, a senior manager representative, two manager representatives and two staff representatives.
- 9.2 In creating the new values map, furthermore, the indicators were created by interviewing a random sample of top performers in the organisation to seek to understand, 'codify' and share the great approaches they are taking. The new map was then confirmed with a sample of Wider Leadership Team members to ensure it was fit for purpose not just for today but also for the future.
- 9.3 Additionally, in spring 2016, six 'early adopter sites' were identified to test out and refine the new approaches in the draft framework to ensure that the new framework was fit for purpose and flexible enough to meet the needs of our large variety of operating environments. The feedback from early adopter sites has been used to improve the iterations of the new framework and the reception to the overall approach has been overwhelmingly positive.
- 9.4 The trade union negotiation for the new Performance Framework was successfully concluded on 14 November 2016.

10. Background reading/external references

- 10.1 The report from the Mindgym meta-research from September 2011, referenced at 2.3, is available in hard copy from [Jo Guz](#).

Hugh Dunn

Acting Executive Director of Resources

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11. Links

Coalition Pledges

Council Priorities

Single Outcome Agreement

Appendices

Appendix 1 – Our Performance Framework: Being our best in everything we do for the people in our city

Appendix 2 – Performance Management Policy

OUR PERFORMANCE FRAMEWORK

Being our best in everything we
do for the people in our city

ABOUT THIS FRAMEWORK

WHAT IS IT? – Having great performance conversations is a craft you develop over time. This framework is NOT designed to teach you how to have these conversations – it aims to offer a blend of templates, tools and tips to be used flexibly to suit your needs and situation. If you would like support to practice performance conversations, you can book into a [development workshop](#).

WHAT DOES IT COVER? – The framework is made up of the following elements:

VALUES MAP – A set of the best behaviours, approaches, qualities and attitudes that show HOW we are expected to approach our work. These are aligned to our core values: Customer first / Working Together / Honest & Transparent / Forward-Thinking

ANNUAL CONVERSATION – A chance to step back and take stock. We reflect on the year that's been and what we've accomplished and we get prepared for the year ahead and what we want to achieve.

PERFORMANCE IMPROVEMENT CONVERSATION – As and when issues arise, we may need a conversation about improving our performance. This is a one to one discussion to dig deeper into the reasons for a performance issue, to get clear on what the issue is and to agree a way forward together.

ONE to ONE CHECK-IN – Regular one to one catch ups that take place throughout the year. We talk about progress against goals and measures, your life and wellbeing, challenges you are encountering and any support and development needs you have. You'll also be able to share and receive feedback.

FEEDBACK – Quick and simple tools to enable real-time and regular feedback on performance from our colleagues, managers, direct reports and customers.

TEAM CHECK-IN – Regular team catch ups that take place throughout the year. A chance to discuss and reflect on our team priorities, goals, challenges, ideas and opportunities. It's also a chance to share our learning, discuss the wider context and celebrate our achievements.

Click
here

for our Performance Management policy

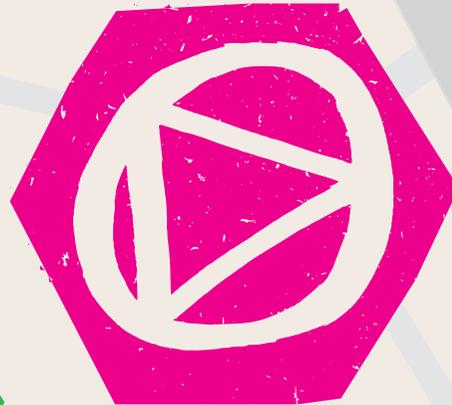
Values Map

This VALUES MAP is a set of all the best qualities, behaviours, approaches and attitudes that show how we do things when we are at our best. Our four values make our organisation unique. They are at the heart of everything we do and the core of who we are and who we want to be. The values map will help us to celebrate what we do well, have meaningful conversations about how we can be at our best and how we might want to develop.



HONEST and TRANSPARENT

We hold ourselves accountable to our city and act with integrity in everything we do



FORWARD THINKING

We think ahead and approach our work creatively to continuously improve the services we offer



PUT CUSTOMERS FIRST

We treat our customers with respect and deliver caring and responsive services



WORK TOGETHER

We keep connected with our communities and partners and make relationships a priority, working flexibly together to achieve our goals

At my best

I do everything with commitment and total belief in what I care for

I am consistent and deliver what I said I would efficiently and to the highest standard possible

I care and use a genuine approach to engage with customers and the people I work and interact with

When making decisions, I focus on the outcome and have the person at the heart

I am flexible and adapt my style and communication to focus on what matters to people

I am committed and see things through to the very end

I involve customers to be active partners and acknowledge that I might not always be the expert

I take the time to listen and ask questions to seek understanding

I try to make people feel at ease and comfortable by building trust and being open

Put Customers first



We treat our customers with respect and deliver caring and responsive services

I let my mood affect how I treat others

I make little or no effort to understand things from others' point of view and ignore the voice of the customer

I make promises I cannot keep for an easier way out

I make assumptions and take a "one size fits all" approach when working with people

I focus solely on the task and process, not the people

I can be insensitive and unhelpful to customers and my style does not take into account their feelings and opinions

I behave in a way that is detrimental for my customers or has a negative impact on the Council's reputation

Not at my best

At my best

I engage people in a way that inspires them to be a part of it

I acknowledge the good work and achievements of the people around me

I extend trust and take time to understand people I am working with

I show people I care about them and have their backs when needed

I give importance to relationships and make time for growing them

I approach conversations with shared solutions in mind

I recognise the times when what's needed is to roll up our sleeves and pull together

I help the people I work with to stay connected to the good work we are doing together

I am genuine with people and respectful in my conversations

I give colleagues the same importance as external customers and take the time to get to know them so that we can work well together

Working Together



We keep connected with our communities and partners and make relationships a priority, working flexibly together to achieve our goals

I don't flex my style to meet others' needs

I behave in a way that is detrimental for my colleagues and team

I have little interest and take no responsibility in getting to know people and finding out the best about them

I feel that it is easier to get the job done myself

I sometimes play power games to drive forward my own agenda and undermine the people I work with

I am not approachable and don't prioritise giving people time and space

I don't make efforts to share information about my work that is not confidential with others

I assume and have a "one size fits all" approach to working together with people

I give greater importance to my own opinions and achievements over others

I don't make efforts to understand how my work or the team work fit into the bigger picture

I pay lip service to working together – I play at listening but don't really explore different perspective and let the important things remain unsaid

Not at my best

At my best

I feel excited, passionate and connected with the work I do

I am curious and open to new approaches and I think creatively to make things happen

I actively play my part in making the future vision for our service and city a reality

I embrace change with enthusiasm and see it as an opportunity to make things better

I regularly take stock of what I am here to do

I encourage others to share ideas and try new things

I make sure I know the facts and what is important when planning and making decisions

If I see that something is not working or it could be improved, I take responsibility to do something about it

I embrace the "rocky road" and always look for sustainable solutions and opportunities for improvement

I take small steps to achieve the big goals

I take ownership for my own learning to continuously develop and fulfil the requirements of my role

Forward thinking



We think ahead and approach our work creatively to continuously improve the services we offer

I dismiss fresh and new ideas and discourage people from suggesting new ways of doing things

I ignore problems, don't use my initiative and hide behind my job description

I stick to the status quo and remain focussed on problems, not solutions

I rely on established solutions, ignore feedback and don't ask or value other people's views and suggestions

I ignore the facts and evidence to justify my decisions

I take short cuts and turn a blind eye when things are getting tough

I work within my own rigid parameters

Not at my best

At my best

I stay true to our values and feel accountable to do the right thing even when it's really challenging to do so

I play my part in helping my team act with integrity in everything we do together

I am transparent about the work I do, how I go about it and the decision I make

I am open and honest about what I do and don't know and seek people's ideas and suggestions to find solutions

I take the time to reflect on my approach to help me stay true to the Council values and the values that are important to me

I have conversations that are clear and frank at the same time as being respectful and constructive

I have confidence in myself to make the right decisions and, if needed, say no in a constructive manner

I speak up to positively challenge others in a way that is constructive, direct and appropriate

Honest and transparent

I might be manipulative when influencing others and leave people with the impression I want to give

I come across as defensive when service improvements are suggested and think "we've always done it this way"

When making decisions, I hold back for fear of being judged or being wrong

I talk negatively about the Council and people working within it

I waver and don't remain involved until the resolution

I am blunt and insensitive when being honest

I pass the buck when things get tough

I don't tell the whole truth about my work, my approach or the decision I make

I put off the conversations and don't tackle the tough stuff

We hold ourselves accountable to our city and act with integrity in everything we do

Not at my best

THE ANNUAL CONVERSATION

A conversation once a year between us and our line manager. A chance to step back and take stock. We reflect on the year that's been and what we've accomplished and we get prepared for the year ahead and what we want to achieve

LOOKING AHEAD: SETTING THE COURSE

WHY

What are we trying to make happen in our service area this year and why? What's the difference I want to make in this?

WHAT

What does this mean for my contribution in the year ahead? What will I need to do? And how will I know that I've been successful? What does good look like? What will the measure of good be?

HOW

How will I go about it? How do I want to approach my work this year in a way that I'll be most proud of? What will great look like in terms of my approach?

MY SUPPORT AND DEVELOPMENT

What does this mean for my development and the support I need in the year ahead? Where do I want to go longer term and what support would help?

OUTPUTS

Agreement on:

Expectations for the year ahead

| What I do | How do it |
|--------------------------------------|--|
| My goals and/or performance measures | Our values and relevant professional standards |

My development priorities/knowledge, skills, behaviour

LOOKING BACK: REFLECTING ON MY ACHIEVEMENTS

OUTPUTS

Agreement on:

My performance zone

| What I deliver | How I go about it |
|----------------|-------------------|
|----------------|-------------------|

Implications for my development

MY IMPACT

So, all in all, what's the impact I had this year on our outcomes, service, and colleagues? And how does this relate to what we're trying to make happen in our service?

MY LEARNING & STRETCH

What are my reflections on what I learnt this year? In what ways did I develop and stretch myself and the service this year? And how does that sit with the development priorities set?

HOW I WENT ABOUT IT

What are my reflections on the approach I took this year – on the good days and the more challenging days? How does that chime with our values? And did I feel supported to bring my best?

WHAT'S BEEN ACCOMPLISHED

What's the best of what I've achieved or accomplished this year? And how does that stack up against my goals and measures?

ANNUAL CONVERSATION QUESTIONS BANK

Some suggested questions from both an employee and manager perspective that we can choose from to prompt a good annual conversation

PICK MIX & PERSONALISE

LOOKING BACK

MANAGER

When you think about the last 12 months, what do you feel really proud of?

What strengths or approaches did you use that helped you achieve that?

What have you enjoyed working on most over the year?

What is something new you learned in the past year?

What has been challenging or had you feeling out of your comfort zone?

EMPLOYEE

What impact has my contribution made on our service area?

What you do feel my key achievements have been over the last 12 months?

In what ways do you think I could further improve?

LOOKING FORWARD

MANAGER

Where do you think you could focus your energies over the next 12 months that would make the biggest impact?

What goals are we looking at this year that interest you and present an opportunity to develop?

How can we be clear on what good looks like in all key areas of the role?

How do you want to stretch your skills or further grow your impact this year?

What support do you need – and from who?

EMPLOYEE

What are some of the big priorities coming up for our team that I might contribute to and how do these relate to the bigger picture?

What are the standards we're striving for in our service?

What support and development opportunities are available to help me achieve my priorities?

PERFORMANCE ZONES

Reflecting back on the whole year on balance, these zones give us an overall sense of how we are doing in our role in terms of what we do and how we do it



GEM (GOING THE EXTRA MILE)

At various points throughout the year, there will be many times when we're truly going the extra mile – going above and beyond to pull together in the face of team challenges, delivering a particularly impressive quality of service or being the one who works consistently behind the scenes to

keep the show on the road against the odds. Why wait until the end of the year to recognise this? It's hoped that space can be created throughout the year to appreciate, recognise and celebrate these moments at the time.

NEEDING SUPPORT

It might be because I'm brand new in post or, for whatever reason, I'm not yet hitting what's expected of me in my role yet and am showing the need for solid improvement in one or more key areas for my contribution to be where it needs to be in the year ahead.

This will likely include one or more of the following:

- Struggling to achieve performance goals, measures or standards expected in my role
- Being a way off approaching my work in a way that sits well with our values or professional standards
- Avoiding helping out my colleagues where needed or showing no real desire to ensure our service meets the standards our customers should be able to expect
- Requiring a level of support or direction that wouldn't ordinarily be expected for the level and scope of the role
- Struggling to have a positive impact on my customers or service users or having a negative impact on the team

ALMOST THERE

Whether I'm brand new to role or not, I'm a developing performer who is very close to consistently achieving what's expected of me and need just a bit more development in one or more areas to be really delivering my best in the year ahead and beyond.

This will likely include one or more of the following:

- Sharpening up my approach in relation to a key skill, one of our values or one of the professional standards we hold as important in my area
- Doing more to ensure I balance my priorities or deliver within the expected timeframes
- Stretching myself to be more proactive in overcoming the day-to-day challenges I face in my role
- Developing the experience needed for the role or focusing on the learning that would help with the changes and developments in my area
- Focusing in on improving the impact I have with my colleagues or customers / service users or focusing on improving the relationships that are key to this role

FULLY EFFECTIVE

I'm reliably broadly achieving what's expected of me on all fronts not just in terms of what I deliver but how I go about it, including taking responsibility for my ongoing development and supporting the team along the way.

This will likely include:

- Broadly hitting the performance goals and/or measures expected in my role (taking in to account reasonable obstacles)
- Consistently approaching my work in a way that fits really well with our values and professional standards (taking in to account the fact that we all may have the occasional bad day)
- Reliably helping out my colleagues and offering ideas, however small, for how we can continuously improve our service
- Embracing opportunities to learn within my role and, for the most part, actively keeping focused on my ongoing personal development
- Typically having a positive impact on my customers or service users and being somebody who is a consistently positive face for the Council

ANNUAL CONVERSATION RECORD

A form to record the key points and actions arising from the annual conversation

| | |
|------------------|--------------------|
| Name of employee | Name of manager |
| Employee number | Performance period |

Performance goals and/or measures

This is the place to make sure you have a clear agreed picture of what good looks like for the employee in the year ahead. This may be a set of goals / objectives or it may be a set of key performance measures.

Personal development priorities

This is the place to make sure you have a clear agreed picture of what the priorities are for the employee's personal development in the year ahead to help the role holder to be at their best in the year ahead.

Review of the year

Employee reflections

Manager reflections

Performance zone

ONE-to-ONE CHECK-IN

A one-to-one catch up that take place regularly (frequency to be agreed between us and our manager) throughout the year. These might be pre-arranged meetings or just a quick touch-base. This tool suggests some topics that can be used to focus the conversations. Pick which ones feel the most important to talk about at the time

A chance to use feedback to reinforce good practice or behaviour, recognise where we have gone the extra mile or highlight where improvements are needed. Feedback and recognition should be two-way.



A conversation around what challenges, barriers & obstacles are being experienced and how these could be overcome and what support we might need to overcome them.

A conversation about us as a person. A chance to discuss how we are in general, how we are feeling, any time off we have had and anything in our personal life that might be impacting on our working life or vice versa

A conversation about our personal development needs and an opportunity to explore how we might want to expand our knowledge, skills and experience and reflect on career aspirations.

A conversation to ensure that goals are on track

A conversation around recent and up-coming task & activities

ONE-to-ONE CHECK-IN QUESTIONS BANK [Manager questions]

Some suggested questions for managers to choose from and personalise to help to start a good one-to-one check-in conversation

PERSONAL DEVELOPMENT

- How are you progressing against your personal development priorities? Where do you feel you would like to further grow?
- What might be one area for development that would help you to perform even better or have more impact?
- When thinking of your long term career, what is important to you?

FEEDBACK & WHAT I DO WELL

- What is your sense of how well you are performing?
- What feedback have you sought recently and what have you learned from this?
- What makes you feel valued at work?
- Do you have any feedback for me?

CHALLENGES & SUPPORT

- What is your biggest challenge right now?
- What approaches are you taking to address it and what have you learned in the process?
- What other approaches could you consider?
- What support could help you?

TASK & ACTIVITIES

- What's taking up most of your time at the moment?
- How well prioritized do your various tasks feel?
- What has gone well for you recently? What is about the approach you're taking that's helped?
- What are you trying to make happen in the next month?
- Who do you need to involve in that?

GOALS & PERFORMANCE MEASURES

- How do you feel your goals are progressing?
- What approaches are you taking to achieve your goals / the standards?
- What is getting in the way of you achieving what's needed in your role?
- Are you getting the right support from me or others? What could I do more of to have you feel supported?

LIFE & WELLBEING

- How do you feel about your work/life balance right now? How can I help?
- What worries or concerns do you have?
- What changes could you make to improve your thinking time or "headspace"?
- What do you spend your time on that doesn't add value that you could stop doing?

ONE-to-ONE CHECK-IN QUESTIONS BANK [Employee questions]

Some suggested questions for employees to choose from and personalise to help to start a good one-to-one check-in conversation

CHALLENGES & SUPPORT

- What approaches could I take to address my biggest challenge?
- How can I get support with....?
- Who can help me with...?
- Who needs support from me in the team?

TASK & ACTIVITIES

- What do you see as being some of my recent highlights?
- What's one bit of feedback you could give me to help my development?

FEEDBACK & WHAT I DO WELL

- What is your sense of how I am performing?
- What's your sense of the best of my strengths?
- What nudge would you give me that would help me be more effective?
- Can you give me some feedback on what you saw from me during ... piece of work?

GOALS & PERFORMANCE MEASURES

- How do you see my goals are progressing?
- How close to hitting the measures of success do you think I am?
- Am I delivering to the standard you're looking for?

PERSONAL DEVELOPMENT

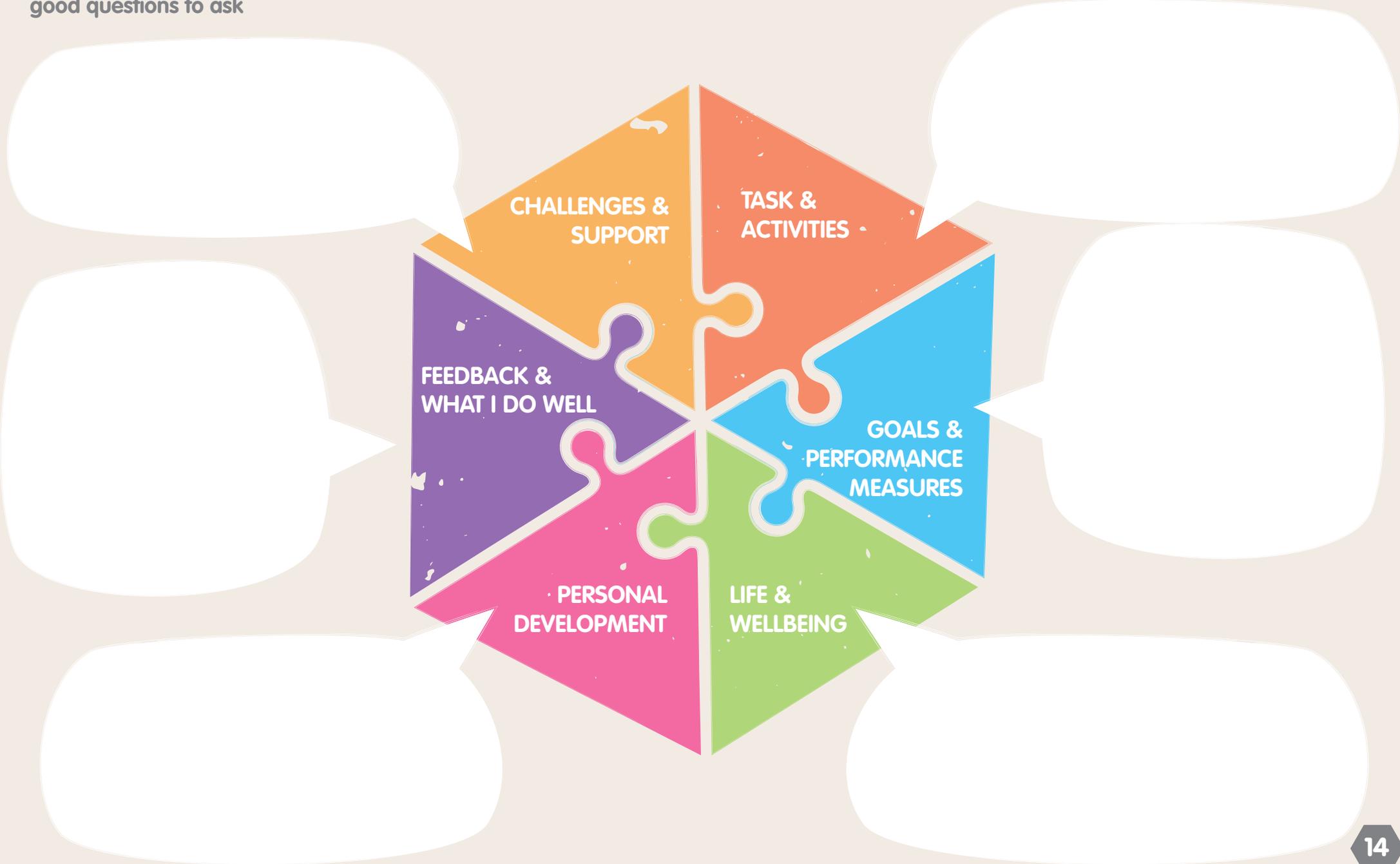
- What personal development opportunities are there that could help me with...?
- How could I learn more about....?
- Who might I be able to shadow to learn more about....?

LIFE & WELLBEING

- How might I get the right balance between work and life in my role?
- What changes could I make to get more headspace?

CHECK-IN PREPARATION TOOL

An optional tool for both a manager and an employee to use, if helpful, to prepare for a one-to-one check in. We could use it to jot down reminders of what we would like to talk about and/or make a note of some good questions to ask



ONE-to-ONE CHECK-IN RECORD

A form to record the key points and actions arising from a one-to-one check in meeting

Name of employee

Name of manager

DATE

MAIN TOPICS DISCUSSED

ACTIONS (Who will do what by when)

| DATE | MAIN TOPICS DISCUSSED | ACTIONS (Who will do what by when) |
|------|-----------------------|------------------------------------|
| | | |

TEAM CHECK-IN

A regular team catch up (frequency will vary between service areas). This tool suggests some topics that can be used to focus team check-in conversations. Pick which ones feel the most important to talk about

A conversation about challenges we are facing, any team tensions and obstacles to us achieving our goals and priorities. A chance to explore solutions and ways forward together and ways of supporting each other.



A chance to share what we are learning with each other e.g. feeding back after attending an event or sharing something we have read or seen.

A conversation about our wider context – what is going on in our organisation, city or beyond that could impact our performance. What changes and news do we need to touch base on as a team?

A conversation to get a sense check about how we are currently performing.

A chance to celebrate what we are doing well as a team, where we have gone the extra mile and reflecting on our impact.

A conversation to get clear on our team goals and priorities. What does good look like?

PERFORMANCE IMPROVEMENT CONVERSATION

As and when issues arise, we may need a conversation about resolving a performance issue. This tool suggests a way to structure a one-to-one performance improvement conversation to dig deeper into the reasons for a performance issue, to get clear on what the issue is and to agree a way forward together

WHAT IS THE PURPOSE OF THE CONVERSATION?

State why we're here and the intent to resolve the issue.

SHARING FEEDBACK ABOUT THE ISSUE

- Give honest and constructive feedback about the issue, with specific examples
- Describe the impact of the issue on others
- Clarity what will happen if nothing changes
- Recognise what is working well that we can build on

EXPLORING THE REASONS BEHIND THE ISSUE

- Explore what they think about the issue
- Explore possible reasons for the issue
- Try to learn what is going on from their point of view

WHAT CAN & WILL WE DO ABOUT IT?

Work towards a resolution to find a way forward together, being clear about what happens next and who will do what.

TOP 3 TIPS

- Choose the time and place for the conversation carefully
- Ask open questions and listen carefully to the responses
- Keep focused on moving towards a resolution

Click here

for links to the Performance Improvement Policy and template for a Performance Improvement Plan



PERFORMANCE IMPROVEMENT QUESTIONS BANK

Some suggested questions for managers to choose from and personalise to help explore reasons behind a performance issue and what we can do about it

Exploring the issue

Can we talk through how you approached X piece of work?

What is the issue as you see it?

What impact can you imagine this having on others?

How engaged do you feel with your work generally?

How clear are you on the goals, standards and expectations of the role?

How supported do you feel?

How confident do you feel in your ability?

What else is happening that might be having an impact?

Exploring what we can do about it

How do we move forward from here to get things back on track?

What is the best first step in resolving this?

What support would help you? From who?

What could I do differently to help you be at your best?

What are the next steps we're agreeing then?

Where might you need to grow your skills?

What might get in the way and how will we get past that?

TIMELY AND REGULAR FEEDBACK AND APPRECIATION

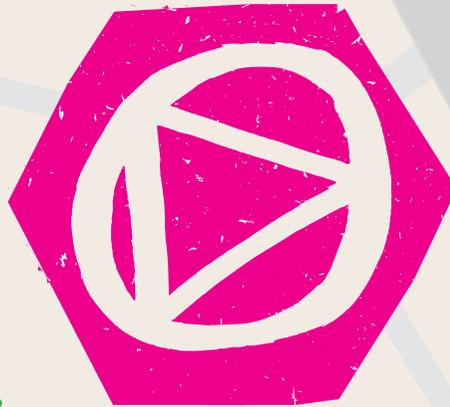
A tool to encourage us to regularly seek feedback on our performance from our manager, colleagues, direct reports and/or customers and to remind us to show timely appreciation to others





**HONEST and
TRANSPARENT**

We hold ourselves accountable to our city and act with integrity in everything we do



**FORWARD
THINKING**

We think ahead and approach our work creatively to continuously improve the services we offer



**PUT CUSTOMERS
FIRST**

We treat our customers with respect and deliver caring and responsive services



WORK TOGETHER

We keep connected with our communities and partners and make relationships a priority, working flexibly together to achieve our goals

If you want to know more about our new performance framework or if you have any questions, please contact your manager.

We would love to hear your feedback on this framework, email us at performance2@edinburgh.gov.uk

Performance Management

Implementation date: 1 April 2017

Control schedule

Approved by
Approval date
Senior Responsible Officer Katy Miller
Author Stewart Cassie
Scheduled for review

Version control

| Version | Date | Author | Comment |
|----------------|------------------|----------------|---|
| 0.1 | 15 November 2016 | Stewart Cassie | Final draft for Corporate Policy & Strategy Committee |

Committee decisions affecting this policy

| Date | Committee | Link to report | Link to minute |
|-------------|------------------|-----------------------|-----------------------|
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Performance Management

Policy statement

- 1.1 We believe that all our employees want to do the best possible job they can for the Council and the people in our city and that we are all responsible for the work we do and how we do it. As your employer, it is our job to provide you with the right support so we can help you be at your best
- 1.2 Being at your best applies to both **what you do** and **how you do it**. We expect our Council Values to be at the heart of the approach we all bring to our work.
- 1.3 A toolkit is available to support this policy to ensure that it is implemented as intended, with the focus on helping you to do your job to the best of your ability and supporting you to improve when you need help.

Scope

- 2.1 The principles of this policy apply to all our colleagues and we expect everyone to approach their work in line with our Values.
- 2.2 We recognise that there are groups of employees who have their own nationally agreed procedures for continuing professional development and managing performance. These remain in place.
- 2.3 However, nothing in those procedures exempts staff and managers from following the key principles outlined in this policy, and all staff are expected to have regular conversations with their managers, as a matter of good practice and to demonstrate the Council's Values as they go about their work.

Key Principles

3.1 Clear Expectations

We can all expect to have clarity on our role and what's expected of us. From your first weeks with the organisation onwards, you can expect to have an understanding of how your work fits in to the work we do in the city and to have clear goals, standards and measures for the part you play.

3.2 Support

We can all expect to be supported to perform at our best. This support includes advice, coaching, training and support for our development on the job. In return, we are all expected to do our very best and participate fully in conversations about our performance.

3.3 **Feedback**

We can all expect to get regular feedback on how we are doing. We will all get the chance to have regular, two-way conversations about our performance and development. Your manager will help you seek feedback from others and will regularly review your performance with you.

3.4 **Focus on Improvement**

The focus of this policy is on supporting you to do your job in the best way you can and identifying any additional support, tools or adjustments needed where there are any issues meeting the standards required.

3.5 **Focus on you**

This policy is designed to look beyond the narrow focus of how you do your job and looks at you as an individual, giving the flexibility to factor in your personal circumstances where they relate to your performance

Policy content

4.1 **Performance Management**

When you join us, your manager will set goals and/or measures for you and set out the wider standards of performance expected, in line with what is required in your area and with the Council's Values. Performance conversations will then happen throughout the year. There will also be a more formal annual conversation between you and your manager. The annual meeting will be your opportunity to review your progress in the year that has just passed and to get clear on the priorities and expectations for the year ahead. The date at which the annual conversation takes place will be determined by the needs of the area where you work. Senior managers will still have their annual conversation in the spring.

During the annual conversation, as well as being clear on what you are aiming to achieve and how you should go about achieving it, you will also discuss any development and support needs you might have. The aim is to ensure that you can give your best possible performance and we absolutely encourage you to ask for the help you need to achieve that. Your work goals and/or measures and your development priorities will be recorded along with the support you need.

Throughout the year, you and your manager will have the opportunity to have regular one-to-one catch-ups. The frequency will depend on what works well for you and your manager. During these conversations, you will be able to discuss progress against your goals and/or measures, your health and wellbeing, any challenges you are encountering, along with support and development needs you might have. You will also be able to share and receive feedback on your performance.

At the end of the performance management cycle, you should arrange the next annual conversation to look back and review your performance for the year and provide an opportunity for reflection, feedback and recognition before planning for the year ahead once again. The 'looking back' part of the annual conversation will build on all the catch-up conversations you have had throughout the year so there should be no surprises. You and your manager will agree a performance rating that reflects what you have accomplished during the year and how you have approached it.

Occasionally you might feel that you are not going to be able to meet the standard of performance for the job or some goals and/or measures that were agreed. If you feel that, you should speak to your manager and let them know why you think you will not achieve what's expected of you and discuss what help you need. Your manager will listen to what you say and will give you the help you need where they can. It is your responsibility to make sure that you ask for help and take responsibility for meeting the necessary standards.

In some cases, your manager might feel that you are not performing to the required standard, in which case they will bring this up as part of normal day-to-day management. Additional support should be discussed as part of everyday performance management. If you feel you need additional support, make sure that you ask for it. Your manager will be supportive in this. They will also be specific about expected improvements.

Managers will always want to understand why you might not be performing as well as expected and will try to understand your point of view, as well as giving you clear and honest feedback. Our aim is always to find out how we can help you achieve the required standards and expectations and to agree a way of resolving any issues and getting back on track. Your manager and yourself will agree how your performance can be improved and how often to meet in order to monitor your improvement until you are back performing at your best.

4.2 Performance Improvement

We understand that under-performance cannot always be improved by everyday performance management and further intervention is sometimes needed. If you have been given help but your manager feels that you are continuing to underperform, then they will set up a meeting with you to put a formal performance improvement plan in place. You can be represented at this meeting by a trade union representative or accompanied by a work colleague.

However, we must stress that being asked to attend a formal meeting about your performance should not come as a surprise to you. Your manager will have been discussing your performance with you throughout the year. Any areas where your performance could improve will have been brought to your attention

before any formal action is considered and your manager will have supported you to try to improve your performance on an informal basis, through normal day-to-day management at the time. We see formal performance improvement as the last stage of a concerted effort to help you achieve the desired level of performance, backed by evidence of the support you've received.

The meeting will be a structured conversation between you and your manager about putting in place a formal plan to resolve the performance issues. Your manager will set out where you have not met the expected standards, with the evidence they've got from the conversations you had through the year. It's important that both you and your manager share feedback on any issues that are affecting your performance and that you discuss the impact they are having on your ability to do your work. It is important that you speak up about any factors impacting on your ability to perform so that your manager can consider any reasonable adjustments or whether your performance would be better dealt with under another Council policy.

By the end of the meeting, your manager will set out the improvement in your performance that they expect to see. They will confirm that this represents a formal warning about your performance. This means that if there is no improvement in your performance, then this could result in your dismissal. Your manager will also tell your head of service that your performance is being managed using a performance improvement plan.

We must emphasise that your manager will want to help you improve your performance and will want you to succeed. Equally, it's important that you see this as an opportunity to show that you can perform well in your job.

4.3 Confirming the Improvement Needed

After the meeting to discuss the performance improvement plan, your manager will send you a completed performance improvement plan and a letter confirming that you are under performance improvement measures. In this letter, they will confirm that you have 12 working weeks to improve. They will also set out how often you will meet to monitor your improvement and the actions you are expected to take to show your improvement. The letter will also confirm your formal warning and note that if you do not improve your performance, then this could result in your dismissal.

4.4 Reviewing progress

While your performance is under review, you and your manager will meet regularly to review your progress and, where required, adjust any development support you need to help. We would expect this to be at least weekly, in order for both you and manager to see if your performance is improving and to give feedback on progress made.

4.5 Improvement Achieved

At the end of the review period, your manager will meet with you to discuss the outcome of the improvement period. You can be represented at this meeting by a trade union representative or accompanied by a work colleague. If you have achieved the improvement needed, then no further action will be taken and everyday performance management will continue. Your written warning will still be live for 9 months. If there is another drop in performance during this period, your manager will meet with you to discuss the situation. If the dip in performance means that further formal performance improvement support is put in place for you, then you will also be given a final written warning.

4.6 No Improvement

If you have not met the required standard of performance at the end of the improvement period, then your manager will meet with you to discuss the situation. You can be represented at this meeting by a trade union representative or accompanied by a work colleague.

The meeting will be a structured conversation between you and your manager about putting in place a formal plan to resolve the performance issues. Your manager will set out where you have not met the expected standards, with the evidence they've got from the conversations you had through the year. It's important that both you and your manager share feedback on any issues that are affecting your performance and that you discuss the impact they are having on your ability to do your work. It is important that you speak up about any factors impacting on your ability to perform so that your manager can consider any reasonable adjustments or whether your performance would be better dealt with under another Council policy.

By the end of the meeting, your manager will set out the improvement in your performance that they expect to see. You will then be given a final warning and a further 4 working weeks to try to improve your performance levels. This means that if there is no improvement in your performance, then this could result in your dismissal. The warning will be live for one year. Your manager will also tell your head of service that your performance is being managed using a performance improvement plan.

4.7 Final Performance Improvement Meeting

If you do not reach the standard of performance needed for your job in the final 4 working week period, then your manager will meet with you to confirm this and arrange for a final meeting to be chaired by your head of service (or a senior manager in your area with the authority to dismiss). You can be represented by

a trade union representative or accompanied by a work colleague to both the meeting with your manager and the meeting with your head of service.

At the final performance improvement meeting, the chairperson will review your performance improvement plan, consider the performance level you have been able to achieve, the support you received, your own feedback on what has prevented you achieving the standards required and feedback from your manager. You will be given the opportunity to share your thoughts on the situation.

At the end of the meeting, the chairperson will confirm what action is to be taken. This will be either dismissal, action short of dismissal, redeployment or, in exceptional circumstances, a further period of review of up to 4 working weeks. This will only be considered if you have been able to demonstrate that you can achieve the required standard within that time.

The chairperson will send you a letter confirming the decision.

4.8 Appeals

If you are dismissed or action short of dismissal is taken, you can appeal that decision by following the standard appeal process, which will be set out in your confirmation letter.

You cannot appeal any other outcome of the final meeting.

Implementation

- 5.1 To support an effective implementation in line with the principles of this policy, a comprehensive period of development for staff and managers will commence in January 2017, ahead of implementation in April 2017.

Roles and responsibilities

- 6.1 We will make sure that our approach to performance helps you be at your best at work. We will support your manager, so that they feel confident in providing you with the tools you need to do your job as well as the support and information you need. If you cannot meet the requirements of your job, your line manager will provide you with the support to help you reach the expected standards.
- 6.2 We are all individually responsible for managing our performance and engaging in conversations about it. You are responsible for the quality of your work and for putting in the effort needed to do the job to the standard required. You need to be clear on what it is you are being asked to do at work and what you need to do to achieve your goals and/or measures. You will need to work with your

manager to agree how you are going to achieve your goals and/or measures and when you need to achieve them by. If you need help, tell your manager and make it clear what support you think you need to be able to do your job.

- 6.3 Your manager will make sure that you understand what you are expected to do in your job and that you know how to do it well. They will agree a set of goals and/or measures for you to achieve each year, starting from when you first join the Council. They will give you the support you need to achieve these by having regular conversations with you about your work throughout the year and by providing you with the time and development you need to do the best you can.
- 6.4 Your manager will have received appropriate performance management training to ensure that the performance management framework is adopted and applied consistently and fairly across the organisation.
- 6.5 Your manager's performance will be evaluated each year on how effectively they support their people to perform and how they manage the performance of their area.

Related documents

- 7.1 This policy forms part of the overall performance framework, a copy of which is attached.

Equalities impact

- 8.1 For details of the completed Record of Equality and Rights Impact Assessment (ERIA) form, contact the named author of the policy.

Sustainability impact

- 9.1 It has been assessed that this policy will have no environmental impact.

Risk assessment

- 10.1 The revised policy is fully compliant with legislative requirements and good employment practice.

Review

- 11.1 This document is a local collective agreement between the Council and the recognised Trade Unions. We will make every effort to ensure that this policy is maintained as a local collective agreement, with changes made by agreement. If we cannot agree, either party can end the local collective agreement by giving four months notice in writing. In such circumstances, the terms of the local agreement will cease to apply to existing and future employees
- 11.2 We will review this policy regularly to ensure that it continues to support the performance of our colleagues.

Corporate Policy and Strategy Committee

10am, Tuesday, 6 December 2016

Physical Activity for Health Pledge

| | |
|-------------------|-----|
| Item number | 7.7 |
| Report number | |
| Executive/routine | |
| Wards | All |

Executive Summary

This report serves as an update on progress of the Physical Activity for Health Pledge. The Council and Edinburgh Leisure continue to work closely together and with other partners such as NHS Lothian to deliver the commitment of making physical activity part of everyone's daily life through Edinburgh's Physical Activity and Sport Strategy.

Work and further discussions are in progress to formalise partners' adherence to the delivery of all objectives within the Pledge.

Links

| | |
|--------------------------|---------------------------------------|
| Coalition Pledges | P42, P43 |
| Council Priorities | CO4, CO10, CO20, CO26 |
| Single Outcome Agreement | SO2 |

Physical Activity for Health Pledge

1. Recommendations

- 1.1 The Sport and Physical Activity Strategy will be reviewed and relevant aspects of the Physical Activity for Health Pledge will be included in future activity.
- 1.2 The Pledge should be presented to the Edinburgh Partnership to involve other key stakeholders.
- 1.3 Health and Social Care colleagues will be asked to nominate relevant officers to become members of the Edinburgh Strategic Sports and Physical Activity Partnership. NHS Lothian has nominated Senior Health Promotion Specialist John Brennan.

2. Background

- 2.1 The Committee requested that a report come back to the Corporate Policy and Strategy Committee from the Chief Officer of the Health and Social Care Partnership, assessing whether the Council and NHS Lothian could report on progress of the 'Physical Activity Pledge' document.

3. Main report

- 3.1 The Council, Edinburgh Leisure and NHS Lothian are cooperating in several key areas of the Physical Activity for Health Pledge (the Pledge):
 - “integrate physical activity for health into health education”,
 - “increase physical activity in the health and social care workforce and workplace”
 - “mobilise health and policy leaders to prioritise increasing physical activity”
- 3.2 Progress on the Pledge is noted below:

Fully embed physical activity for health into primary care
- 3.3 Edinburgh Leisure are working with a range of health partners to standardise and consolidate their Physical Activity referral programme providing one point of call for the referrers. The programmes are:

Healthy Active Minds (mental health referral)

Fit for Health (all long term conditions)

Steady Steps (falls prevention)

Further information on the above programmes is available from Helen MacFarlane, Head of Active Communities, helenmacfarlane@edinburghleisure.co.uk

HIF funding has enabled Community Health Initiatives in South West Edinburgh to provide a pathway for signposting to physical activity programmes for health professionals and local organisations. This includes links to the Edinburgh Leisure Community Access Programme as well as to initiatives based within both GP Practices and the local community. The Community Health Initiatives have also facilitated access for local residents to facilities at Napier University's Sighthill Campus through the in the 'Be Active' voucher scheme, helping to address the lack of accessible facilities in the Sighthill, Broomhouse, Parkhead & Stenhouse areas.

- 3.4 Communities and Families have newly acquired responsibility for the function of grants and funding for physical activity and sport. Since 2014 the application criteria have specifically addressed the issue of increasing physical activity levels in Edinburgh. Two funding streams; the Active Edinburgh event funding and the Physical Activity and Sports grants, use these criteria to distribute grants for a wide range of activities. In 2016 a range of projects were funded including 'Get Moving' based at Pilton CHP which aimed to provide inactive older adults in North Edinburgh with access and opportunity to participate in regular seated exercise sessions. Another funded project was the 'G@PYC' (Girls at Pilmeny Youth Centre) project which originated with feedback from participants that girl-only sessions would encourage more girls to become involved.

Fully embed physical activity for health into secondary care

- 3.5 Edinburgh University have developed a Sit Less, Get Active course which teaches health professionals how to incorporate physical activity into their daily routine and also how to empower their patients to be more physically active.
- 3.6 Physical activity interventions are routinely embedded into hospital settings. Boards are asked to focus efforts on the priority settings of: cardiology, pulmonary rehab, mental health, diabetes, paediatrics, oncology, orthopaedics, care of the elderly, pre-assessment and outpatient clinics. A system or process is developed and/ or in place to assess the delivery and impact of physical activity interventions in hospital settings.

Fully embed physical activity for health into social care

- 3.7 The Council continues to deliver the Get Up and Go programme. Edinburgh Leisure deliver large scale older adults programme in partnership with NHS Lothian, focused on inactive adults.
- 3.8 Several useful NHS e-learning resources currently exist which could be used to up skill staff to promote the benefits of physical activity for both care staff and their clients. Council staff can be directed to this training.

Integrate physical activity for health into health education

- 3.9 Edinburgh schools have adopted the ambition to support the aspiration of Scotland being a Daily Mile Nation, with a high proportion of primary schools engaging in the daily mile or having plans in place to implement it.
- 3.10 Edinburgh Leisure provide guidance to all groups referred by medical practitioners to follow the CMO recommendations

Mobilise health leaders to prioritise increasing physical activity

- 3.11 The Health Promoting Health Service recently submitted a report to Health Scotland relating to physical inactivity and health inequalities.

Increase physical activity in the health and social care workforce

- 3.12 The Council is an Active Travel Hub and in conjunction with its Active Travel Champions it aims to promote active or sustainable journeys, reducing traffic congestion, improving staff health and productivity and lowering carbon emissions. Recent activities have included step count walking challenges, cycle lock upgrade schemes, the promotion of cycle to work schemes and the promotion of free cycle training for staff.
- 3.13 Working in partnership with Ramblers Scotland the Council has supported the development of mapped walking routes. The Ramblers Medal Routes project was designed to help people get to know the paths and green spaces in their local areas. Adults are encouraged to take part in 30 minutes of physical activity, five days a week and walking is a good way to keep active. Each medal route has a 'Gold' walking route of 60 minutes, a 'Silver' walking route of 30 minutes and a 'Bronze' route of 15 minutes. This makes them ideally suited to being incorporated into busy and active lives. The Council commissioned Medal Routes from ten, now expanded to twenty, of its public libraries throughout the city. This resulted in 60 walking routes being mapped in the city from these libraries to enable residents to access clear, measured, accessible walking routes. Building on this initiative in 2016 each of these libraries were given ten pedometers to add to their catalogue. Pedometers are issued through the library catalogue for the public to use to increase their walking activity.

4. Measures of success

- 4.1 Engagement with the Health and Social Care Partnership and Edinburgh Partnership and commitment to work towards increasing physical activity.
- 4.2 The Physical Activity and Sport Strategy incorporates a list of proposed actions which will contribute to the physical activity agenda. Success will be measured through monitoring the delivery of these actions.
- 4.3 Promoting physical activity will reduce inequalities and is in line with key objectives of Public Services in Scotland.

5. Financial impact

- 5.1 The implementation of the Physical Activity and Sport Strategy is contained within the budgets of implementing service areas, supplemented where necessary by small grants from external bodies and in kind support from partners. Further investment may be required; this should become clear after the proposed discussions with the Health and Social Care Partnership and the Edinburgh Partnership. Any expenditure would be preventative, to avert a greater call on local resources from obesity, chronic diseases and accidents resulting from ill health and lack of fitness.

6. Risk, policy, compliance and governance impact

- 6.1 There are no direct risk, compliance or governance impacts arising from this report.

7. Equalities impact

- 7.1 The work described in this report will contribute to the delivery of the Equality Act 2010 general duties of advancing equality and fostering good relations.

8. Sustainability impact

- 8.1 The impacts of this report in relation to the three elements of the Climate Change (Scotland) Act 2009 Public Sector Duties have been considered, and the outcomes are summarised below.
- 8.2 The cooperative work with partners to implement the Physical Activity and Sport Strategy for Edinburgh and to work towards fully integrating physical activity for health into the public health agenda and will help to achieve a sustainable Edinburgh by promoting health and wellbeing, social cohesion and inclusion, and in so doing, help to lower public sector health and care costs.

9. Consultation and engagement

- 9.1 The Council will coordinate its own activity and work with key partners to promote physical activity.

10. Background reading/external references

- 10.1 Physical Activity and Health Alliance www.paha.org.uk
Edinburgh Leisure <http://about.edinburghleisure.co.uk/what-we-do/physical-activity-health/>

Rob McCulloch-Graham

Chief Officer Edinburgh Health and Social
Care Partnership

Alistair Gaw

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Families

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11. Links

| | |
|---------------------------------|---|
| Coalition Pledges | P42 Continue to support and invest in our sporting infrastructure P43 Invest in healthy living and fitness advice for those most in need |
| Council Priorities | CO4 Our children and young people are physically and emotionally healthy CO10 Improved health and reduced inequalities 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 C26 The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives |
| Single Outcome Agreement | SO2 Edinburgh’s citizens experience improved health and wellbeing with reduced inequalities in health |
| Appendices | |